

ESADE

Ramon Llull University

E



2014  
2015

# RESEARCH YEARBOOK

*Fundación* ESADE



2014  
2015

**RESEARCH  
YEARBOOK**

*Fundación ESADE*

# Contents

**ESADE**

Ramon Llull University

#### Coordination & Edition

Research Office  
Vice-Dean of Research



#### ESADE Research Yearbook 2014/2015

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#### Front cover

ESADE faculty and participants in the PhD and MRes in Management Sciences

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# Director General Presentation



At ESADE we are committed to applicable research, both to enhance the quality of our programmes and to benefit our future graduates. The 2014-15 ESADE RESEARCH YEARBOOK is a compilation of our faculty's intellectual and scientific contributions over the past year which promote the creation and improvement of relevant knowledge in the areas of business and law.

We are extremely proud that our research units continue to incorporate a growing number of people engaged in a variety of research roles, but with a common aim: to question the world around them and push beyond the barriers of established knowledge in order to produce research that is both rigorous and socially relevant.

The ESADE YEARBOOK is aimed at the academic, the business and the legal communities, and through it we hope to reflect the tenacity and hard work of our faculty to inspire futures and contribute towards preparing socially responsible professionals.

**Eugenia Bieto**

Director General  
ESADE

# Dean Presentation



This 2014-2015 edition of the ESADE Research Yearbook brings together yet another year's offer of research activity from our Management and Law School faculty.

The quality of our research articles continues to improve, with this last year seeing a significant shift towards publications in the top quartile impact factor journals.

It is also encouraging to see that there is an increasing number of our faculty becoming involved in international projects. This kind of collaboration with external institutions is both enriching and rewarding, and complements our own internal strategies to ensure continuity and synergies between basic and applied research efforts by focussing the work of ESADE's Research Groups and Think Tanks through the translational lens of Umbrella Centres.

The complementarity of basic and applied research, our publications and projects, is reflected through the images of our new research faculty members with principal investigators of European competitive projects to be found in the following pages.

I thank you for your interest in ESADE and invite you to explore our research presented in this Research Yearbook.

**Jonathan Wareham**

Dean of Faculty  
and Research  
ESADE Business  
& Law Schools

# Knowledge Generation Centres



## Umbrella Centres, Research Groups and Think Tanks

Intellectual contributions are grounded in the activity of the research groups.

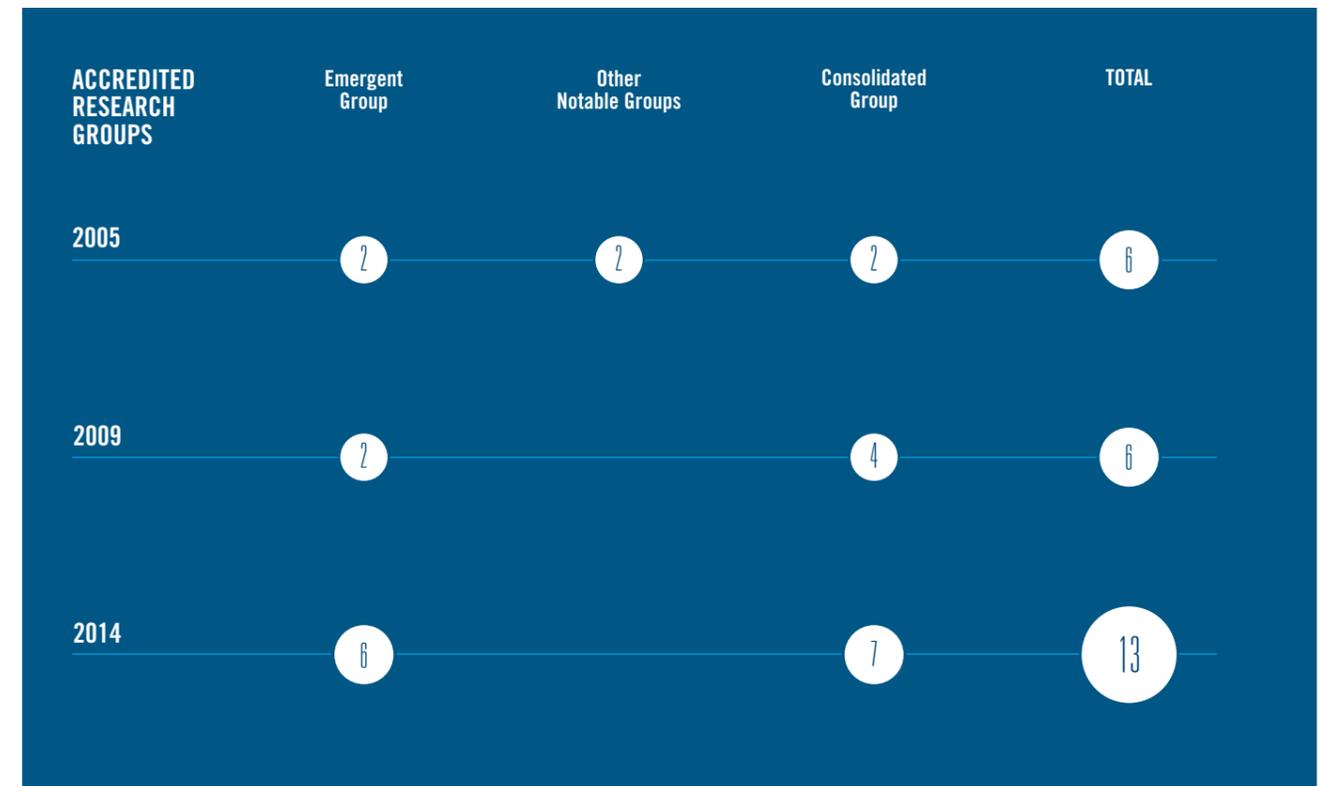
ESADE has **13 Research Groups** officially accredited by the Catalan Government's Agència de Gestió d'Ajuts Universitaris i de Recerca (AGAUR), which recognises and promotes high quality research, knowledge transfer and the internationalisation of scientific activities of the accredited groups. In the latest round (2014) for recognition, 7 consolidated and 6 emergent ESADE groups were accredited.

Together with two other research units (the recently formed Patrimonial Law Group and the Future of Work Chair), they constitute the ESADE's Research Groups and contribute to the scientific advances that define the boundaries of knowledge in our respective fields.

At ESADE we also have **Think Tanks**, whose applied research guarantees that the numerous public, private and non-profit organizations that interact with ESADE engage in informed and relevant dialogue.

In order to bridge the gap between the basic and applied research which ESADE faculty carries out, we are fostering greater collaboration between the Centres and Think Tanks by grouping them under **Umbrella Centres**. These Umbrella Centres will promote translational research, ensuring that there is continuity and synergies in research efforts, that economies of scale are exploited, and above-all that ESADE research has impact in both the public and private spheres.

Currently at the ESADE Business School and Law School we have 7 Umbrella Centres, 10 Research Groups and 1 Think Tank.



# Knowledge Generation Centres

## UMBRELLA CENTRES, RESEARCH GROUPS AND THINK TANKS



Umbrella Centres



-  **THINK TANKS**
-  **RESEARCH GROUPS**
-  **RESEARCH GROUPS** | Accredited by AGAUR

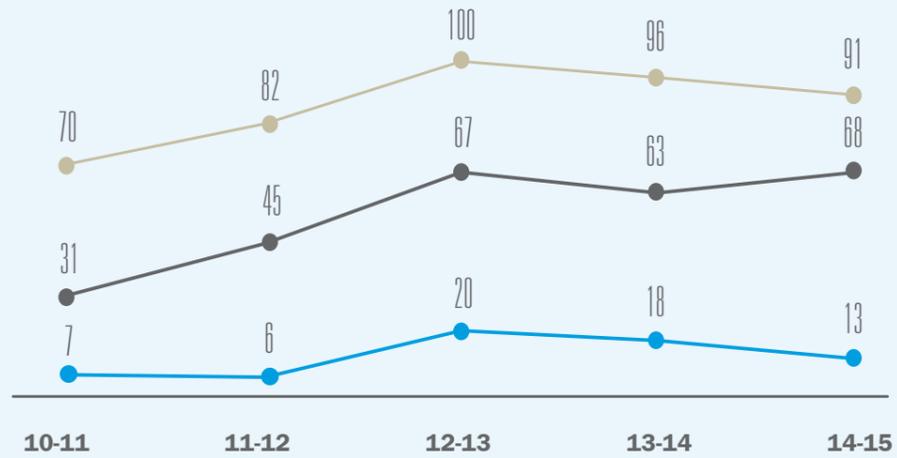
# ESADE Research Figures



## PUBLICATIONS

Evolution of appearances in journals

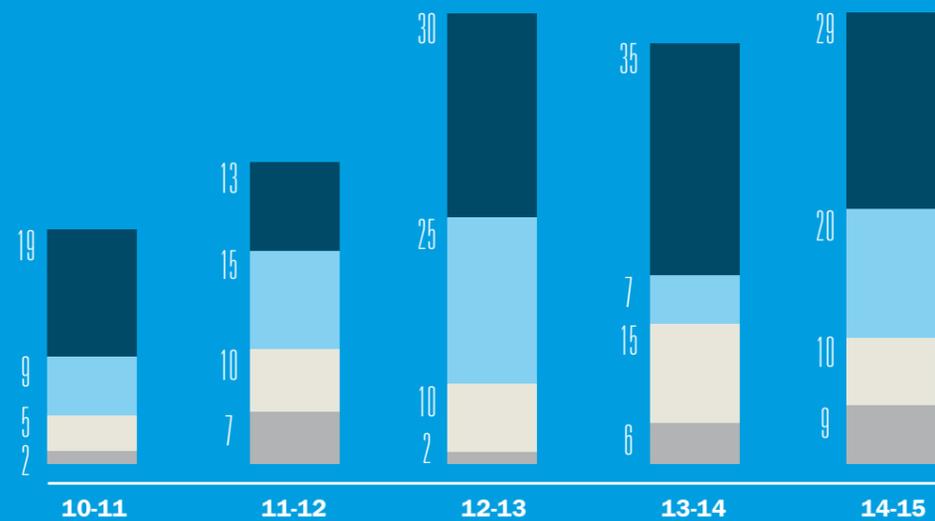
Articles in peer reviewed journals  
IF Journals  
FT Journals



IF journals: Impact Factor journals according to the Institute for Scientific Information (ISI). See below the distribution by quartiles.  
FT journals: Journals in the Financial Times (FT45) list.

### Impact factor publications by quality quartiles

Quartile 1  
Quartile 2  
Quartile 3  
Quartile 4



The quartile is an indicator used to evaluate the relative importance of the journal within the rest of the journals in its area, numbering from the highest (Q1) to the lowest (Q4) impact index.

## OTHER ACADEMIC PUBLICATIONS

2014-2015

12 BOOKS

4 INTERNATIONAL  
8 NATIONAL

23 BOOK CHAPTERS

15 INTERNATIONAL  
8 NATIONAL

75 PAPERS ACCEPTED IN ACADEMIC CONFERENCES

2 CASES

12 ESADE PUBLICATIONS

17 DOCTORAL THESES

## FACULTY WITH RESEARCHER PROFILE

In ESADE there are three faculty profiles:

Researcher profile, Professional profile and Teacher profile.

All contribute towards ESADE's mission regarding teaching, research and social impact. Those faculty with researcher profiles are evaluated principally on the scientific production. Of the entire ESADE faculty, the following have a researcher profile:

ESADE faculty with researcher profile

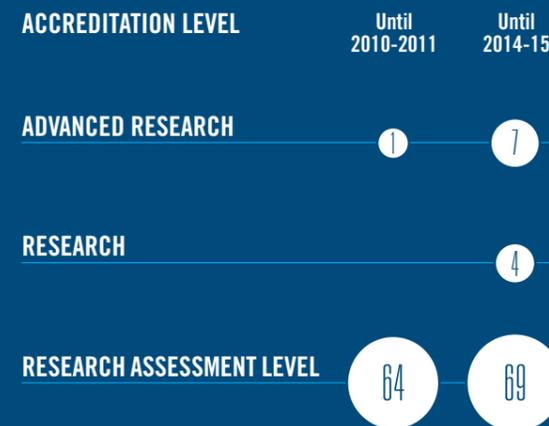
45 BUSINESS SCHOOL  
8 LAW SCHOOL

## ACCREDITATIONS AND MERITS IN RESEARCH EVALUATION

### A. Faculty Accreditations (Agencies: ANECA & AQU)

The accreditation agencies AQU (in Catalonia) and ANECA (at Spanish state level) are responsible for emitting certifications on the quality of faculty research and teaching careers within the Catalan public and private universities. These certifications are required for promotion within the academic university system.

At ESADE, we are working to align the promotion of faculty with the regional/national accreditation systems. The following table shows the evolution of the number of faculty holding research and teaching accreditations from AQU and ANECA:



### B. Research merits (agency: AQU)

Since 2009, the faculty of the private Catalan universities can be evaluated for their research merits. The research merits are evaluated in stretches or "trams/sexenios" of six years of research, which may or may not be consecutive.



## RESEARCH BUDGET

2014-2015

External funding  
Internal funding

4,435

984

\*Figures in thousands of euros

## EXTERNAL FUNDING SOURCES

2014-2015

Competitive research projects

2,449

Research contracts<sup>1</sup>

1,986

\*Figures in thousands of euros

<sup>1</sup> Proceeding from private companies and public institutions

# PhD Programme in Management Sciences



# PhD Programme in Management Sciences

## ESADE RESEARCH-ORIENTED PROGRAMMES: MRES AND PHD IN MANAGEMENT SCIENCES

ESADE Business School offers two research-oriented programmes: The Master of Research and the PhD in Management Sciences. Student who wish to read for a PhD are initially registered as MRes. The MRes is the foundational coursework for the PhD. There is a specific admission process for students who have already completed the taught part of a PhD (MRes or equivalent).

These two degrees are open to graduates from various disciplines (Management, Economics, Engineering, Psychology, Sociology and other disciplines related to Management) who are highly motivated, enthusiastic about the creation of new knowledge, and interested in pursuing an international career in research.

- **Master of Research in Management Sciences (MRes).**  
Full-time one-year programme (60 ECTS credits).
- **PhD in Management Sciences.**  
Full-time 3 year programme.

Our PhD candidates have spent research periods in the following research institutions: Santa Clara University, Leavey School of Business, San Francisco, University of Southern California, University of Virginia, Darden School of Business, Georgetown University, Oslo School of Management, Kristiania University College and Hong Kong University.

Our PhD alumni work in top universities, business schools and research institutions around the world. Some of the recent placements have been in the Toulouse Business School, the Cleveland Clinic, the Università della Svizzera italiana, the Istituto Europeo di Design, the ESC Rennes School of Business, the University of Groningen, the Ryerson University and the Aalto University.

This year 9 candidates have been graduated from the MRes programme and 12 PhD candidates graduated from the PhD programme.

## EXPERTS IN MANAGEMENT FOR THE COMPLEXITY OF GLOBAL BUSINESS

The increasing sophistication of the practice of management and the rising complexity of global business generates demand for experts in management.

We are looking for candidates that have a passion for research and have the ambition to become leading scholars in their field.

Doctoral training at ESADE provides rigorous training with courses that cover a wide range of topics and research methods.

Participants work hand-in-hand with their supervisors in preparing their PhD thesis and to begin to establish their academic careers. Resulting from this are the articles co-authored by candidates and supervisors as well as the single-author publications in top-level journals obtained by our PhD students.

**François Collet**  
Director, Master of Research in Management Sciences

**Vicenta Sierra**  
Director, PhD in Management Sciences

## FACTS & FIGURES

17 NATIONALITIES



8 CO-AUTHORSHIPS IN TOP-LEVEL JOURNALS



2 SINGLE AUTHOR PUBLICATIONS IN TOP-LEVEL JOURNALS



1 EXTRAORDINARY PHD AWARD



## PHD PLACEMENT 2014-2015



**Tuba Bakici**

Assistant professor at ESC-Rennes School of Business, France



**Basak Canboy**

Professor of Human Resources Management and Researcher at Toulouse Business School, Spain



**Kubra S. Canhilal**

Postdoctoral Researcher at USI Università della Svizzera italiana, Switzerland



**Myrto Chliova**

Assistant Professor of Entrepreneurship, Aalto University, Finland



**Jennifer Goodman**

Post-doctoral Researcher, Aalto University, Finland



**Gürsel Ilipinar**

Post-doctoral Researcher at Copenhagen Business School, Denmark & Adjunct Professor at iED (Istituto Europeo di Design), Spain



**Delia Mannen**

Post-doctoral Researcher at Cleveland Clinic Foundation, United States



**Núria Nadal**

General Management at Centre Gestor Lleida SA, Spain



**Fathima Saleem**

Assistant Professor of Marketing, Ryerson University, Canada



**Cristina Sancha**

Assistant Professor, University of Groningen, The Netherlands



# Research Support

## Research office

At ESADE we undertake top-quality research that influences business leaders, policy makers, non-profit organizations and other researchers across the world.

The Research Office team is a fundamental part of the process, offering specialist advice and guidance to all faculty developing their research and to organizations that wish to collaborate with ESADE professionals.

If you would like to suggest new research activities with ESADE, or if you are looking for assistance with any of the services mentioned below, please do not hesitate to contact us:

### Laura Castellucci

Director

Research Office ESADE

[laura.castellucci@esade.edu](mailto:laura.castellucci@esade.edu)



### HOW CAN WE BE OF HELP TO YOU?

We offer a portfolio of services that cover all stages of research development, execution and its transfer to society and business:

#### Supporting knowledge management/ knowledge transfer activities

- ⊕ Support for the management and promotion of knowledge
- ⊕ Support for ensuring added-value of research and defining impact for society
- ⊕ Negotiating research-related contracts and agreements

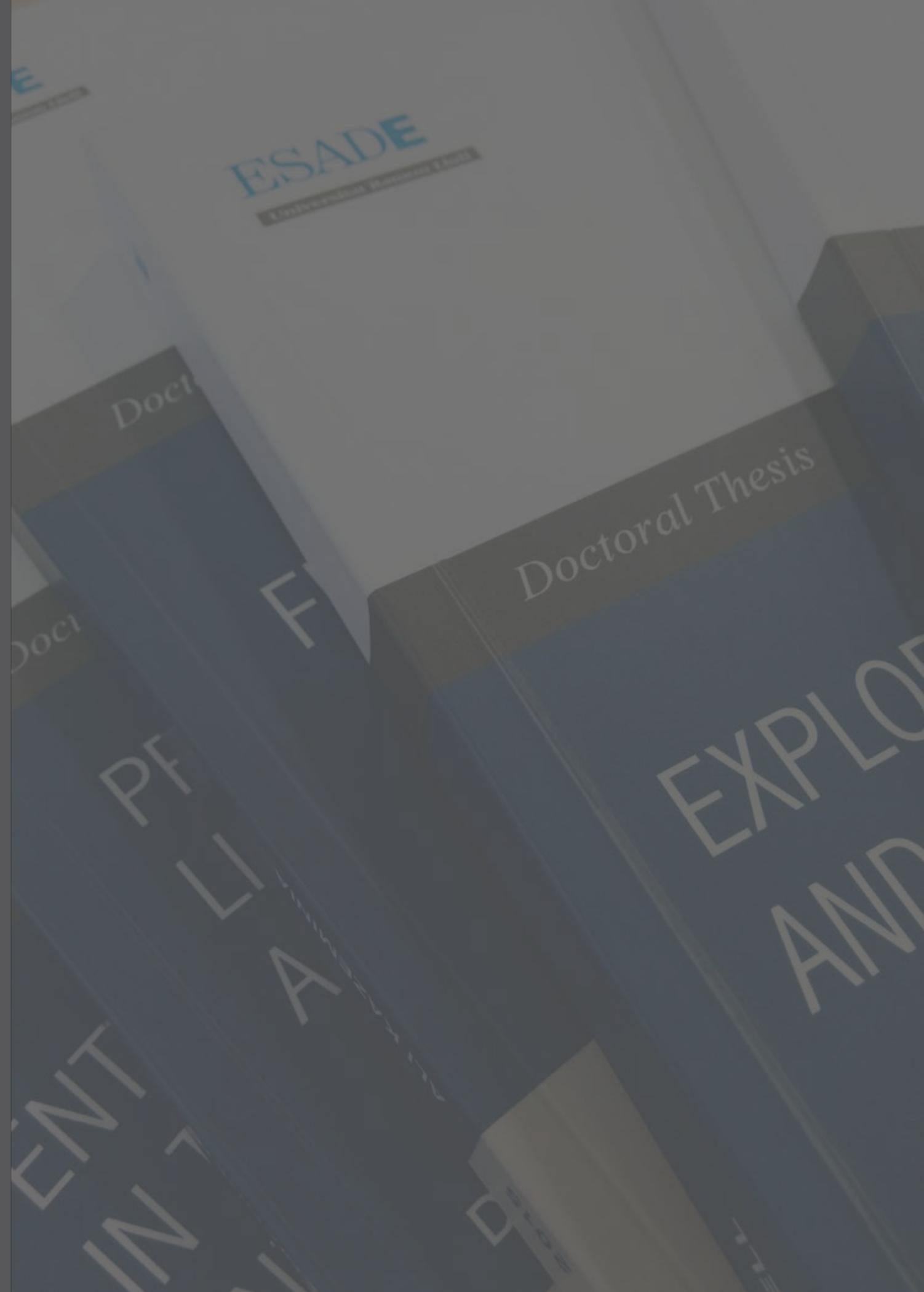
#### Facilitating management of research outputs

- ⊕ Promoting and disseminating research activities
- ⊕ Promoting responsible conduct of research and compliance with regulatory and funder requirements
- ⊕ Supporting research accreditation process
- ⊕ Promoting cooperation and internationalisation
- ⊕ Connecting organisations with faculty and vice-versa
- ⊕ Support in the preparation of articles and other publications/dissemination

#### Support for the development and implementation of projects and innovation activities

- ⊕ Providing information on funding opportunities
- ⊕ Supporting the proposal preparation process (EU and National funding specialists)
- ⊕ Managing research-related personnel contracts
- ⊕ Research reporting and financial justifications

# Research Output



# Articles in academic journals with impact factor

Quartile 1



## AGUILERA VAQUÉS, RUTH Incremental value creation and appropriation in a world with multiple stakeholders

García-Castro, R.; Aguilera, RV.  
*Strategic Management Journal*  
(2014 IF=3.341; Q1 Business; Q1 Management;  
FT45; BW20; ESADE 4)  
Wiley  
Vol. 36, no. 1, 01/2015, p. 137-147



There is a renewed interest among strategy scholars in the relationship between stakeholder theory and the dynamics of value creation-appropriation in firms. Further advancements in this field are arguably impeded by an incomplete conceptualization and measurement of value and by scant characterization of the different patterns of stakeholder value appropriation. We develop a conceptual framework based on an analytical taxonomy of value creation and appropriation consistent with a more complete notion of value and wherein the trade-offs in stakeholder value appropriation can be included. In essence, our analytical taxonomy contributes to enlarge the spectrum of value creation-appropriation scenarios to be considered by researchers working on the stakeholder view of strategy.

## AGUILERA VAQUÉS, RUTH New Varieties of State Capitalism: Strategic and Governance Implications

Musacchio, A.; Lazzarini, SG.; Aguilera, RV.  
*Academy Of Management Perspectives*  
(2014 IF=3.354; Q1 Business; Q1 Management;  
FT45; ESADE 3)  
Academy of Management  
Vol. 29, no. 1, 02/2015, p. 115-131



We analyze the new varieties of state capitalism in the 21st century and explore their implications in terms of both strategic and governance outcomes. We begin by discussing how the current theoretical perspectives conceptualize state-owned enterprises' strategic behavior. Then we introduce a stylized distinction between four broad, new varieties of state capitalism-wholly owned state-owned enterprises, the state as a majority investor, the state as a minority investor, and the state as a strategic supporter of specific sectors-and survey each type within the different theoretical perspectives. Last, we examine firm performance for each type of state capitalism relative to private firms and contingent on country-level institutional contingencies. This article contributes to existing debates on comparative capitalisms and the current role of the state.

## AGUILERA VAQUÉS, RUTH The world is spiky: An internationalization framework for a semi-globalized world

Kim, JU.; Aguilera, RV.  
*Global Strategy Journal*  
(2014 IF=3.694; Q1 Management; ESADE 3)  
Wiley Interscience  
Vol. 5, no. 2, 05/2015, p. 113-132



Firms operate in a semi-globalized world wherein opportunities and constraints arise at both the country and regional levels; however, extant theories of firm internationalization focus mostly on country-level determinants. We aim to overcome this deficiency by developing a theoretical model that explicates the mechanisms driving firm internationalization in a semi-globalized world. Integrating the organizational learning literature with research on semi-globalization, we argue that firms internationalize through the interplay among three mechanisms: (1) intraregional exploitation; (2) intraregional reconfiguration; and (3) inter-regional exploration. We define and integrate these three mechanisms to derive two ideal typical internationalization trajectories that firms follow in a semi-globalized world: home regionalization and multiregionalization. We then elaborate on how macro-level contingencies moderate these two ideal types and conclude with implications for future research.

## AGUILERA VAQUÉS, RUTH Legislating a Woman's Seat on the Board: Institutional Factors Driving Gender Quotas for Boards of Directors

Terjesen, S.; Aguilera, RV.; Lorenz, R.  
*Journal of Business Ethics*  
(2014 IF=1.326; Q3 Business; Q1 Ethics; FT45;  
BW20; ESADE 3)  
Springer  
Vol. 128, no. 2, 05/2015, p. 233-251



Ten countries have established quotas for female representation on publicly traded corporate and/or state-owned enterprise boards of directors, ranging from 33 to 50 %, with various sanctions. Fifteen other countries have introduced non-binding gender quotas in their corporate governance codes enforcing a "comply or explain" principle. Countless other countries' leaders and policy groups are in the process of debating, developing, and approving legislation around gender quotas in boards. Taken together, gender quota legislation significantly impacts the composition of boards of directors and thus the strategic direction of these publicly traded and state-owned enterprises. This article outlines an integrated model of three institutional factors that explain the establishment of board of directors gender quota legislation based on the premise that the country's institutional environment co-evolves with gender corporate policies. We argue that these three key institutional factors are female labor market and gendered welfare state provisions, left-leaning political government coalitions, and path-dependent policy initiatives for gender equality, both in the public realm as well as in the corporate domain. We discuss implications of our conceptual model and empirical findings for theory, practice, policy, and future research. These

include the adoption and penalty design of board diversity practices into corporate practices, bottom-up approaches from firm to country-level gender board initiatives, hard versus soft regulation, the leading role of Norway and its isomorphic effects, the likelihood of engaging in decoupling, the role of business leaders, and the transnational and international reaction to board diversity initiatives.

**AGUILERA VAQUÉS, RUTH**  
**The Evolution of Vocabularies and Its Relation to Investigation of White-Collar Crimes: An Institutional Work Perspective**

Vadera, A.K.; Aguilera, R.V.

*Journal of Business Ethics*

(2014 IF=1.326; Q3 Business; Q1 Ethics; FT45; BW20; ESADE 3)

Springer

Vol. 128, no. 1, 05/2015, p. 21-38



White-collar crimes are illegal and unethical actions by agents of an organization. In this paper, we address two related research questions concerning white-collar crime-how did the language of white-collar crime evolve? And how did this language co-evolve with the investigation of white-collar crime? Building on research on institutional work, we find that key institutional actors such as the Presidential Office are likely to use frames and adopt a particular language (i.e., the term "white-collar crime") in order to legitimize institutional practices (i.e., investigation of white-collar crimes). Conversely, less powerful actors such as the law enforcement agencies are then likely to use narratives to shape language in order to mobilize other stakeholders to continue the adoption of the referent practice. We uncover these findings by using qualitative methodology and trend analysis. We conclude with a detailed theoretical discussion of the role of institutional actors in institutional work and the implications of our research.

**BATISTA FOGUET, JOAN M.**  
**REVILLA, MELANIE AUDREY**  
**SARIS, WILLEM EGBERT**  
**BOYATZIS, RICHARD**  
**SERLAVÓS SERRA, RICARD**

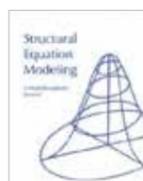
**Reassessing the effect of survey characteristics on Common Method Variance in emotional and social intelligence competencies assessment**

*Structural Equation Modeling: A Multidisciplinary Journal*

(2014 IF=4.176; Q1 Mathematics, Interdisciplinary Applications; Q1 Social Sciences, Mathematical Methods; ESADE 4)

Routledge

Vol. 21, no. 4, 10/2014, p. 596-607



Since the idea of method variance was inspired by D. T. Campbell and Fiske in 1959, many papers have demonstrated an ongoing debate about both its nature and impact. Often, method variance entails an upward bias in correlations among observed variables' common method bias. This article reports a split-ballot multitrait' multimethod experimental design

for estimating 2 opposite biases: the upward biasing method variance from the reaction to the length of the response scale and the position of the survey items in the questionnaire and the downward biasing effect of poor data quality. The data are derived from self-reported behavior related to emotional and social competencies. This article illustrates a methodology to estimate common method bias and its components: common method scale variance, common method occasion variance, and the attenuation effect due to measurement errors. The results show that common method variance has a much smaller impact than random and systematic measurement errors. The results also corroborate previous findings: the greater reliability of longer scales and the lower reliability of items placed toward the end of the survey.

**BERTINI, MARCO**  
**Money, time, and the stability of consumer preferences**

Lee, L.; Lee, M.; Bertini, M.; Zauberan, G.; Ariely, D.

*Journal of Marketing Research*

(2014 IF=2.256; Q1 Business; FT45; BW20; ESADE 4)

American Marketing Association (AMA)

Vol. 52, no. 2, 04/2015, p. 184-199



Consumers often make product choices that involve the consideration of money and time. Building on dual-process models, we propose that these two basic resources activate qualitatively different modes of processing: while money is processed analytically, time is processed more affectively. Importantly, this distinction then influences the stability of consumer preferences. An initial set of three experiments demonstrate that, compared to a control condition free of the consideration of either resource, money consideration generates significantly more violations of transitivity in product choice, while time consideration has no such impact. The next three experiments use multiple approaches to demonstrate the role of different processing modes associated with money versus time consideration in this result. Finally, two additional experiments test ways in which the cognitive noise associated with the analytical processing that money consideration triggers could be reduced, resulting in more consistent preferences.

**BOYATZIS, RICHARD**  
**BATISTA FOGUET, JOAN M.**  
**FERNÁNDEZ MARÍN, XAVIER**  
**TRUNINGER DE ALBUQUERQUE, MARGARIDA**

**EI competencies as a related but different characteristic than intelligence**

*Frontiers in Psychology*

(2014 IF=2.560; Q1 Psychology, Multidisciplinary)

Frontiers

Vol. 72, no. 6, 02/2015, p. 1-14



Amid the swarm of debate about emotional intelligence (EI) among academics are claims that cognitive intelligence, or general mental ability (g), is a stronger predictor of life and work outcomes as well as the counter claims that EI is the stronger predictor of life and work outcomes. Nested within the tempest in a teapot are scientific questions as to what the relationship is between g and EI. Using a behavioral approach to EI, we examined the relationship of a parametric measure of g as the person's GMAT scores and collected observations from others who live and work with the person as to the frequency of his or her EI behavior, as well as the person's self-assessment. The results show that EI, as seen by others, is slightly related to g, especially for males with assessment from professional relations. Further, we found that cognitive competencies are more strongly related to GMAT than EI competencies. For observations from personal relationships or self-assessment, there is no relationship between EI and GMAT. Observations from professional relations reveal a positive relationship between cognitive competencies and GMAT and EI and GMAT for males, but a negative relationship between EI and GMAT for females.

**BRINCKMANN, JAN**  
**Situated Entrepreneurial Cognition**

Dew, N.; Grichnik, D.; Mayer-Haug, K.; Read, S.; Brinckmann, J.

*International Journal of Management Reviews*

(2014 IF=3.857; Q1 Business; Q1 Management)

Wiley-Blackwell

Vol. 17, no. 2, 04/2015, p. 143-164



This paper reviews and integrates research from both within and outside the entrepreneurship field under the label of situated cognition'. Situated cognition is the notion that cognitive activity inherently involves perception and action in the context of a human body situated in a real-world environment. The review concentrates on three areas of the situated cognition literature that have significant implications for research in entrepreneurial cognition: embedded, grounded and distributed cognition. While these three aspects of cognition differ in terms of foci and core theses, they share the common emphasis of viewing and investigating cognitive processes by going beyond the individual mind and paying attention to the human body, (material) objects and other people. Using the theoretical lens of situated cognition provides new insights into current entrepreneurship phenomena such as co-creation and interaction in a shared economy based on new technologies.

**BUSQUETS, JAVIER**  
**Discovery paths: exploring emergence and IT evolutionary design in cross-border M&As. Analysing grupo Santander's acquisition of Abbey (2004-2009)**

Ravenda, D.; Argiles-Bosch, J.M.; Valencia-Silva, M.M.

*European Journal of Information Systems*

(2014 IF=2.213; Q1 Computer Science,

Information Systems;

Q1 Information Science & Library Science; ESADE 3)

Palgrave Macmillan

Vol. 24, no. 2, 03/2015, p. 178-201



In this paper, we present the notion of discovery paths stemming from our study of the M&A between Grupo Santander (GS) and Abbey (2004-2009), in which the resulting synergies after the merger were 35% better than expected. In fact, GS achieved a unique level of efficiency in 2012 in the banking industry, which we consider a sign of radical novelty. During the M&A, the GS management decided to apply its customer-centric model through the transfer of the information and communication technology (ICT) platform Partenon. This unusual decision led to the endogenisation of critical ICT functions to scale up this model to Abbey. In the paper, we argue that while some steps that lead to synergies can be planned in advance, other essential variations are only learned and discovered during the M&A process itself, thus leading to emergent synergies. In the model presented, a discovery path explains the firm's evolution by sets of variations in the strategic interaction between the organisation and technology. These variations led to new design principles resulting from problem solving and modularity, which in turn led to (1) economies of scale and scope, (2) hybrid structures combining ICT and organisational knowledge domains that generate efficiency through fast integrations, and (3) organisational morphogenesis - that is, the creation of new organs such as ICT factories - which generates efficiency by avoiding diseconomies of scale by encapsulating the inherent complexity of technology and provides increasing returns.

**CASABAYÓ BONÁS, MÓNICA**  
**AGELL JANÉ, NÚRIA**  
**SÁNCHEZ HERNÁNDEZ, GERMAN**

**Improved market segmentation by fuzzifying crisp clusters: A case study of the energy market in Spain**

*Expert Systems with Applications*

(2014 IF=2.240; Q1 Computer Science, Artificial Intelligence; Q2 Engineering, Electrical & Electronic, Q1 Operations Research & Management Science)

Elsevier

Vol. 42, no. 3, 02/2015, p. 1637-1643



This paper provides an innovative segmentation approach stemming from the combination of cluster analyses and fuzzy learning techniques. Our research provides a real case solution in the Spanish energy market to respond to the increasing number of requests from industry managers to be able to interpret ambiguous market information as realistically as possible. The learning stage is based on the segments created from

a non-hierarchical cluster analysis. This results in fuzzy segmentation which permits patterns to be assigned to more than one segment. This in turn reveals that 'fuzzifying' an excluding attitudinal segmentation offers more interpretable and acceptable results for managers. Our results demonstrate that 30% of the individuals show plural patterns of behaviour because they have a significant degree of adequacy to more than one segment. In such a rational market, this fact enables sales forces to develop more precise approaches to capture new customers and/or retain existing ones.

### CHESBROUGH, HENRY Economic and Business Dimensions Permissionless Innovation

Chesbrough, H.; Van Alstyne, M.  
*Communications of the ACM*  
(2014 IF=3.621; Q1 Computer Science, Hardware & Architecture; Q1 Computer Science, Software Engineering; Q1 Computer Science, Theory & Methods; ESADE 3)  
MIT Press  
Vol. 58, no. 8, 08/2015, p. 24-26



"Permissionless innovation," is the freedom to explore new technologies or businesses without seeking prior approval. It has already produced an explosion of goods and services in the IT industry. Vint Cerf, a father of the Internet, invokes it when he argues the Web must remain open. It is cousin to the end-to-end principle of placing application-specific functions at end points, where others can build, rather than in the core. It improves efficiency and moves innovation closer to people with ideas. Hundreds of thousands of iOS and Android apps were not created by Apple or Google, but by permissionless innovation made possible by published APIs (application programming interfaces) and resulting market evolution. It facilitates experimentation in parallel: actors launch their own experiments without depending on the results of others. Permissionless innovation greatly increases the speed of invention and allows the ecosystem to provide ideas its system designers never had. The pharmaceutical industry could benefit from this approach. A successful new drug can cost upward of \$800 million. Uncertainty about winning patent races means firms race to secure intellectual property rights. Competitors need patent shears to trim patent thickets. Yet the awful expense of maintaining IP creates abandonment problems due to the lag between costs and revenues. Innovation slows while, ironically, only 8% of pharma firms measure the value of their orphan patents.

### CHLIOVA, MYRTO BRINCKMANN, JAN Is microcredit a blessing for the poor? A meta-analysis examining development outcomes and contextual considerations

Chliova, M.; Brinckmann, J.; Rosenbusch, N.  
*Journal of Business Venturing*  
(2014 IF=3.678; Q1 Business; FT45; ESADE 4)  
Elsevier  
Vol. 30, no. 3, 05/2015, p. 467-487



Increasing efforts aim at economic development and the reduction of poverty in developing countries through microcredit-enabled entrepreneurship. Following the award of the Nobel Peace Prize to Prof. Yunus, microcredit lending has risen to prominence and the volume of microcredit loans has increased substantially. However, theory on the outcomes of this financing form is controversial. Furthermore, the academic community lacks conclusive empirical evidence about the impact of such programs. Primary empirical studies report fragmented and to a large extent contradictory results. In this meta-analysis, we empirically synthesize a total of 545 quantitative empirical findings from 90 studies conducted to date. Our findings reveal a positive impact of microcredit on key development outcomes at the level of the client entrepreneurs. Additionally, we scrutinize how the development context influences the effectiveness of microcredit and find that microcredit generally has a greater impact in more challenging contexts. With our findings we contribute to research on the nexus of entrepreneurship and economic development, and offer recommendations for practitioners and academics working on this promising frontier.

### CUNEO ZUÑIGA, ANDRÉS RICARDO The growth of private label brands: A worldwide phenomenon?

Cuneo Zuñiga, A.; Milberg, S. J.; Benavente, J. M.; Palacios-Fenech, J.  
*Journal of International Marketing*  
(2014 IF=3.100; Q1 Business; ESADE 3)  
American Marketing Association (AMA)  
Vol. 23, no. 1, 03/2015, p. 72-90

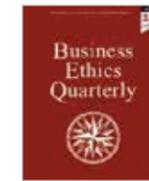


In many countries, the growth of private label brands (PLBs) is negatively affecting manufacturer brands' shares, though PLBs have yet to take hold in other markets. Numerous studies have identified factors leading to the success of PLBs in product categories, and yet little empirical research has investigated the factors underlying the variability of PLB shares across countries. This research examines country-level market structure factors retail distribution structure, retailer typology, and logistic structure to understand the differential success of PLBs across countries. The results indicate that these factors help explain the dispersion pattern of PLB penetration across 46 countries and that the distribution structure has the largest effect on PLB share, followed by the logistic structure and retailer typology in particular global discounters. The findings can enable manufacturer brand managers to better foresee whether specific countries represent fertile ground for internationalizing their brands or, contrarily, constitute bastions for brand manufacturers

to protect their brands' shares. The results also provide insights about the time frame over which PLB share development may pose a threat in different markets.

### GOODMAN, JENNIFER CORALINE ARENAS VIVES, DANIEL Engaging ethically: A discourse ethics perspective on social shareholder engagement

*Business Ethics Quarterly*  
(2014 IF=1.927; Q1 Ethics; Q2 Business; ESADE 3)  
Cambridge University Press  
Vol 2, 2015, no.25, p.163-189



The primacy of shareholder demands in the traditional theory of the firm has typically excluded marginalised stakeholder voices. However, shareholders involved in social shareholder engagement (SSE) purport to bring these voices into corporate decision-making. In response to ethical concerns about the legitimacy of SSE, we use the lens of discourse ethics to provide a normative analysis at both action and constitutional levels. By specifying three normative questions, we extend the analysis of SSE to identify a political role for shareholders in pursuit of the common good. We demonstrate the desirability for SSE to promote regulatory/institutional change to guarantee marginalised stakeholders a voice in corporate decisions that affect them. The theory of SSE we propose thus calls into question the stark separation of the political and economic spheres and reveals an underlying tension, often overlooked, within the responsible investment literature.

### HENNCHEN, ESTHER Royal Dutch Shell in Nigeria: Where Do Responsibilities End?

*Journal of Business Ethics*  
(2014 IF=1.326; Q3 Business; Q1 Ethics; FT45; BW20; ESADE 3)  
Springer  
Vol. 129, no. 1, 06/2015, p. 1-25



This case study discusses the scope of responsibilities and the basis of legitimacy of multinational corporations (MNC) in a complex operating environment. In January 2013 a precedent was set when Shell was held liable in The Hague for oil pollution in the Niger Delta. The landmark ruling climaxed the ongoing dispute over the scope of Shell's responsibilities for both the company's positive and negative impact. Shell's was considered a forerunner in corporate social responsibility and had even assumed public responsibilities in a context of a public responsibility void. However, the company remained a regular target of civil society activism and legal proceedings concerned with malpractice. The court case attracted international attention for its novelty and increasing media and civil society pressure required immediate action. How can Shell respond to this negative publicity to keep its license to operate? What is the scope of the company's responsibilities in such a controversial human rights context? Students are expected to discuss these questions going beyond a simple moralistic or liability thinking. They are encouraged to take into account the complex

structural processes that connect persons and institutions in very different social and geographical positions. The experiences of Shell are an excellent case in point since attention is drawn to the background conditions of globally operating companies, in which the isolation of perpetrators based on causality is not realistic. The case also reveals the particular challenges, which MNCs face in the context of increasing demands to take on public responsibilities while respecting their economic mandate.

### HOBERGER, JAN ALMEIDA, PAUL PARADA BALDERRAMA, PEDRO ALFONSO The direction of firm innovation: The contrasting roles of strategic alliances and individual scientific collaborations

*Research Policy*  
(2014 IF=3.117; Q1 Management; Q1 Planning & Development; ESADE 4)  
Elsevier  
Vol. 44, no. 2015, 07/2015, p. 1473-1483



In dynamic and uncertain technological environments, the focus of industry innovative activity changes over time and the position of each firm with respect to the industry's innovative focus changes as well. Drawing upon insights from evolutionary economics, we derive hypothesis on the role of R&D alliances and individual scientific collaborations in influencing firm's innovative direction and its position relative to the industry's innovation focus.

### LONGONI, ANNACHIARA Organizing IT purchases: Evidence from a global study

Luzzini, D.; Longoni, A.; Moretto, A.  
*Journal of Purchasing & Supply Management*  
(2014 IF=2.333; Q1 Management; ESADE 2)  
Elsevier  
Vol. 20, no. 3, 09/2014, p. 143-155



Information technology (IT) purchasing is covering an increasing part of companies' expenditure. Scholars mainly investigated IT purchasing in terms of make or buy drivers from an IT perspective. Similarly, companies have been focusing on make or buy decisions and specifications definition in relation to technological characteristics. This often resulted in failures related to the goods/services purchased due to e.g. lack of negotiation skills, contracting, and suppliers' relationship management. Accordingly, IT purchasing might require new structures and processes management. The purpose of the paper is to investigate what are the possible configurations for IT purchasing, and how these configurations are characterized in terms of purchasing process (i.e., strategic purchasing, sourcing and supply) and organization (i.e., roles involved, level of centralization, and span of control). Furthermore, the paper asks how IT relevance and purchasing maturity might affect these configurations. Through 12 case studies of leading international companies, four main configurations of the organization and the purchasing process for IT purchasing were identified, namely neutral (no specific approach is in place), IT oriented (the IT department takes the lead over the purchasing department), purchasing

oriented (the purchasing department manages the whole IT sourcing process) and IT strategic (IT and purchasing departments jointly manage the IT purchasing process). The choice of the configuration is driven by IT strategic importance (low for neutral and purchasing oriented) and purchasing maturity of the company (low for neutral and IT oriented).

**MAJCHRZAK, ANN  
BAGHERZADEH, MEHDI**  
**A Review of Interorganizational  
Collaboration Dynamics**

Majchrzak, A.; Jarvenpaa, S.L.; Bagherzadeh, M  
*Journal of Management*  
(2014 IF=6.071; Q1 Business; Q1 Management;  
Q1 Psychology, Applied Q1; ESADE 4)  
Sage  
Vol. 41, no. 5, 07/2015, p. 1338-1360



A selected review of the research literature on qualitative case studies describing interorganizational collaborations (IOCs) yielded 22 longitudinal cases that address dynamics, or changes, that occur during IOCs. We systematically review the cases for the sources and effects of these IOC dynamics on outcomes. We find six distinct patterns of IOC dynamics varying in complexity from a simple binary loop to multiloop recursive flows. We also find that the more complex dynamic patterns are associated with successful outcomes. This review highlights directions for future research with the aim to advance the literature on IOC dynamics.

**MANOLOV, RUMEN  
SIERRA OLIVERA, VICENTA**  
**Weighting strategies in the meta-analysis  
of single-case studies**

Manolov, R.; Guilera, G.; Sierra, V.  
*Behavior Research Methods*  
(2014 IF=2.928; Q1 Psychology, experimental; Q1  
Psychology, mathematical; ESADE 3)  
Springer  
Vol. 46, no. 4, 12/2014, p. 1152-1166



Establishing the evidence base of interventions taking place in areas such as psychology and special education is one of the research aims of single-case designs, in conjunction with the aim of improving the well-being of participants in the studies. The scientific criteria for solid evidence focus on the internal and external validity of the studies, and for both types of validity, replicating studies and integrating the results of these replications (i.e., meta-analyzing) is crucial. In the present study, we deal with one of the aspects of meta-analysis' namely, the weighting strategy used when computing an average effect size across studies. Several weighting strategies suggested for singlecase designs are discussed and compared in the context of both simulated and real-life data. The results indicated that there are no major differences between the strategies, and thus, we consider that it is important to choose weights with a sound statistical and methodological basis, while scientific parsimony is another relevant criterion. More empirical

research and conceptual discussion are warranted regarding the optimal weighting strategy in single-case designs, alongside investigation of the optimal effect size measure in these types of designs.

**MURPHY, BRIAN MATTHEW  
ARENAS VIVES, DANIEL  
BATISTA FOGUET, JOAN M.**  
**Value creation in cross-sector  
collaborations: The roles of experience  
and alignment**

*Journal of Business Ethics*  
(2014 IF=1.326; Q3 Business; Q1 Ethics; FT45;  
BW20; ESADE 3)  
Springer  
Vol. 130, no. 1, 08/2015, p. 145-162



This research uses a survey (N = 362) to analyze types of benefits sought by partners in cross-sector collaborations in Spain and to test and build upon theories that indicate prior collaboration experience and partner alignment will positively affect value creation through the collaboration. Using exploratory factor analysis to operationalize a broad range of potential benefits into more specific concepts, the results of this study identify distinct factors that characterize the types of benefits sought by businesses and civil society organizations engaged in cross-sector collaborations. The study finds that prior experience and alignment positively affect value creation when partners seek to gain influence over other sectors and gain a competitive advantage vis-à-vis their rivals. Prior experience is also found to influence the type of benefits sought from cross-sector collaborations and to positively affect alignment when organizations have a great deal of prior experience. Unexpectedly, the study also finds that prior experience moderates the effect of alignment on value creation.

**RODÓN MÒDOL, JOAN**  
**Exploring the formation of a healthcare  
information infrastructure:  
Hierarchy or meshwork?**

Rodón Mòdol, J.; Silva, L.  
*Journal of the Association for Information Systems*  
(2014 IF=1.774; Q1 Computer Science,  
Information Systems; Q1 Information Science & Library Science;  
ESADE 4)  
Association for Information Systems (AIS)  
Vol. 16, no. 5, 05/2015, p. 394-417



The digitalization of economic and social activity has brought information infrastructures (IIs) to the forefront of research. This paper studies II formation processes and their outcomes, namely, II architecture and distribution of control rights. We conduct an in-depth exploratory case study of an electronic prescription II and report on two formation processes: stratification and meshworking. The stratification process in our case study involved classifying the IIs diverse socio-technical components into homogeneous groups and consolidating them into a coherent hierarchical structure that standardized the components

behavior. The outcome of this stratification was a dual and hierarchical architecture and a fairly centralized locus of control. The meshworking process, by contrast, assembled heterogeneous components without homogenizing them; the components were distributed in a way that enabled them to self-organize. The outcome of this meshworking process was a modular architecture that decoupled the central nodes from the users installed base and a more decentralized structure. Consequently, the final II architecture was a hybrid offering both centralized control and autonomy of the parts. Our research further illustrates how this architecture then influenced the projects complexity and the actors' position in the sector. We build our contribution on extant II research.

**SANCHA FERNÁNDEZ, CRISTINA  
GIMÉNEZ THOMSEN, CRISTINA  
SIERRA OLIVERA, VICENTA  
KAZEMINIA, ALI**

**Does implementing social supplier  
development practices pay off?**

*Supply Chain Management-An International Journal*  
(2014 IF=3.500; Q1 Business; Q1 Management;  
ESADE 3)  
Emerald  
Vol. 20, no. 4, 2015, p. 389-403



The purpose of this paper is twofold. First is to investigate the impact of social supplier development practices on the suppliers' social performance. Second is to analyze if the implementation of supplier development practices by Western buying firms pays off in terms of operational and economic results. Hypotheses are tested in a sample of 120 Spanish manufacturing firms using Path Analysis. The results suggest that while supplier development practices help to improve the suppliers' social performance and the buying firm's operational performance, they do not pay off in terms of economic performance. The paper shows that supplier development practices help to improve the suppliers' social performance while improving the operational performance of the buying firm. The study has two main limitations. First, because cross-sectional data are used, possible recursive relationships could not be accounted for. Second, the study is limited to the Spanish scope and, as such, results need to be interpreted in that context. The results of this study provide insights to managers with respect to the implementation of supplier development practices to make their suppliers more socially responsible. Furthermore, managers are shown the implications of implementing such practices in terms of operational and economic outcomes. This paper contributes to the existing literature on the effectiveness of sustainable supplier development practices by including the suppliers' performance, which has been generally neglected. Objective measures for economic performance are also included.

**SANCHA FERNÁNDEZ, CRISTINA  
LONGONI, ANNACHIARA  
GIMÉNEZ THOMSEN, CRISTINA**  
**Sustainable supplier development  
practices: Drivers and enablers in a global  
context**

*Journal of Purchasing and Supply Management*  
(2014 IF=2.333; Q1 Management; ESADE 2)  
Elsevier  
Vol. 21, no. 2, 06/2015, p. 95-102



The objective of this paper is to study the impact of institutional pressures at the country level (i.e., coercive, regulatory, normative) on the adoption of sustainable supplier development practices. Globalization is allowing firms to expand in new markets and to leverage on localization advantages by establishing foreign plants and sourcing internationally. Plants located in different countries might be subject to different institutional pressures shaping their organizational response to sustainability within and outside their domain (e.g., in relation to their suppliers). The paper also aims to examine if firm specific capabilities (e.g., supply chain integration) play an enabling role in the adoption of sustainable supplier development practices. To analyse these relationships we relied on both primary and secondary data, and used hierarchical linear modelling to test our hypotheses. The results show that mimetic pressures have a positive effect on the adoption of sustainable supplier development and that this influence is positively moderated by the firm's level of supplier integration. Coercive and normative pressures have no effect on the adoption of sustainable supplier development practices. Overall our results suggest that sustainable supplier development is a proactive practice adopted for competitive reasons and enabled by firm specific capabilities.

**SCHIOPU, IOANA**  
**Optimal higher education enrollment and  
productivity externalities in a two-sector  
model**

Meier, V.; Schiopu, I.  
*Journal of Public Economics*  
(2014 IF=1.581; Q1 Economics; ESADE 3)  
Elsevier  
Vol. 121, no. 1, 01/2015, p. 1-13



We analyze the optimal share of the skilled workforce over the course of development with two sectors using skilled and unskilled labor respectively, and technological spillovers from higher education enrollment. Productivity in each sector depends on the average quality of workers and the size of the workforce. When skill-biased technological change prevails, this structure of externalities coupled with the endogenous ability sorting of workers may well produce a pattern of overenrollment in early and late stages of development and underenrollment in between. Our normative analysis is followed by a positive analysis exploring how policy would differ under alternative political objectives.

**WIENGARTEN, FRANK****Integrated green supply chain management and operational performance**

Yu, W.; Chavez, R.; Feng, M.; Wiengarten, F.  
*Supply Chain Management: An International Journal*  
 (2014 IF=3.500; Q1 Business; Q1 Management;  
 ESADE 3)  
 Emerald  
 Vol. 19, no. 5-6, 11/2014, p. 683-696



The purpose of this paper is to extend previous green supply chain management (GSCM) research by developing and empirically testing a conceptual framework that investigates the relationships between three dimensions of integrated green supply chain management (iGSCM) and multiple dimensions of operational performance. The study is based on survey data collected from 126 automotive manufacturers in China. The relationships between theoretical constructs are analysed using structural equation modelling. This study generates important findings of the significant and positive relationships between iGSCM (internal GSCM, GSCM with customers and GSCM with suppliers) and operational performance in terms of flexibility, delivery, quality and cost. It is important for managers to simultaneously consider internal GSCM and GSCM with customers and suppliers when implementing environmental sustainability in the supply chains. Overlooking either internal GSCM or external GSCM may hinder their efforts to improve operational performance. This study contributes to the literature by defining iGSCM that combines three main dimensions, namely, internal GSCM, GSCM with customers and GSCM with suppliers, and empirically testing its impact on multiple operational performance dimensions.

**WIENGARTEN, FRANK****Internal lean practices and performance: The role of technological turbulence**

Chavez, R.; Yu, WT.; Jacobs, M.; Fynes, B.;  
 Wiengarten, F.; Lecuna, A.  
*International Journal of Production Economics*  
 (2014 IF=2.752; Q1 Engineering, Industrial;  
 Q1 Engineering, Manufacturing; Q1 Operations  
 Research & Management Science; ESADE 3)  
 Elsevier  
 Vol. 160, 02/2015, p. 157-171

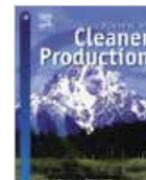


Drawing upon resource dependence theory, this study investigates the linkages from supplier partnership and customer relationship to internal lean practices. Furthermore, this study investigates the linkages from internal lean practices (ILP) to operational performance and organizational performance, and assesses the contingency perspective of these relationships with respect to technological turbulence. The study is based on a questionnaire sent to 228 manufacturing companies in the Republic of Ireland, and the relationships proposed analyzed with structural equation modeling and OLS regression. The results reveal the importance of supply chain relationships, in particular through supplier partnership and customer relationship, in that they are positively associated with ILP. Further, the study finds that ILP are positively associated with both operational and organizational performance. This study also adds

to the understanding of the circumstances under which ILP impact performance in that technological turbulence was found to negatively moderate the linkages between ILP and operational performance and ILP and organizational performance. While lean practices can stimulate improved operational and organizational performance, this relationship is not monotonic and is timely to consider the rate of technological change at the time of implementing lean manufacturing.

**WIENGARTEN, FRANK****Exploring the impact of stakeholder pressure on environmental management strategies at the plant level: What does industry have to do with it?**

Betts, T.; Wiengarten, F.; Tadisina, S.K.  
*Journal of Cleaner Production*  
 (2014 IF=3.844; Q1 Engineering, Environmental;  
 Q1 Environmental Sciences)  
 Elsevier  
 Vol. 92, no. 1, 04/2015, p. 282-294



Stakeholder theory and empirical evidence confirm the positive relationship between stakeholder pressure and the implementation of environmental practices and strategies. However, the specific mechanisms and impact of selected stakeholder groups on environmental management strategies are relatively underexplored. In this paper, this shortcoming is addressed by exploring the impact of selected stakeholder groups on environmental management strategies taking the contingency factor industry into consideration (i.e., dynamic vs. static industries). Basing the arguments primarily on stakeholder theory, it is suggested that stakeholder pressures are perceived differently in plants in dynamic versus static industries. Similarly, it is suggested that the influence of stakeholder pressures on the implementation of environmental strategies is influenced by industry type. To test the proposed research model, primary survey data from 502 plants collected in the United States across multiple industries is used. Thus, this paper contributes to the sustainability operations management literature through exploring the relationship between stakeholder pressure, environmental strategy implementation and contextual factors (i.e., industry type) through hypotheses testing. Results indicate that industry type does indeed affect stakeholder pressure, and the relationship between stakeholder pressure and environmental strategy implementation. Plants situated in dynamic industries experience a significantly higher level of stakeholder pressures as opposed to plants situated in static industries across an array of environmental strategies.

**WIENGARTEN, FRANK  
LONGONI, ANNACHIARA****A nuanced view on supply chain integration: A coordinative and collaborative approach to operational and sustainable performance improvement**

*Supply Chain Management: An International Journal*  
 (2014 IF=3.500; Q1 Business; Q1 Management;  
 ESADE 3)  
 Emerald  
 Vol. 20, no. 2, 03/2015, p. 139-150



This paper reports the results of an empirical study examining the operational, environmental and social sustainability performance impact of supply chain integration (SCI) width and depth in the form of coordinative and collaborative SCI. A questionnaire was sent to operations managers located in India. The data collection effort was part of the International Manufacturing Strategy Survey (IMSS VI). Following the approaches by Frohlich and Westbrook (2001) and Schoenherr and Swink (2012) cluster analysis and ANCOVA methods were conducted. This study supports previous studies proposing that wider SCI including customers and suppliers positively impact on performance. We also shed light on previous contradictory results illustrating that different level of SCI depth (i.e., coordinative and collaborative practices) lead to different operational and sustainability performance outcomes. Thus, challenging the view of the general SCI-performance improvement hypothesis. Although research on SCI has advanced over the past years, there is still controversy about the SCI-performance relationship. Through considering SCI depth in term of coordinative and collaborative practices we provide a more nuanced view on its potential performance benefits. Therefore, this paper will be beneficial for supply chain managers considering SCI and future supply chain management research.

**YSA, TAMYKO  
SIERRA OLIVERA, VICENTA  
ESTEVE LAPORTA, MARC****Determinants of network outcomes: The impact of management strategies**

*Public Administration*  
 (2014 IF=1.518; Q1 Political Science; Q1 Public  
 Administration; ESADE 4)  
 Wiley  
 Vol. 92, no. 3, 09/2014, p. 636-655



The literature on network management is extensive. However, it generally explores network structures, neglecting the impact of management strategies. In this article we assess the effect of management strategies on network outcomes, providing empirical evidence from 119 urban revitalization networks. We go beyond current work by testing a path model for the determinants of network outcomes and considering the interactions between the constructs: management strategies, trust, complexity, and facilitative leadership. Our results suggest that management strategies have a strong effect on network outcomes and that they enhance the level of trust. We also found that facilitative leadership has a positive impact on network management as well as on trust in the network. Our findings also show that complexity has a negative impact on trust. A key finding of our research is that managers may wield more influence on network dynamics than previously theorized.

**ANGEL SAZ****Lecturer, Department of Strategy and General Management**

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Research Interests in Asset markets,  
 Experimental and behavioural finance,  
 Economic theory, Information and market efficiency



# Articles in academic journals with impact factor

## Quartile 2



### BERTINI, MARCO

#### Can one business unit have two revenue models?

Bertini, M.; Tavassoli, N.

*Harvard Business Review*

(2014 IF=1.574; Q2 Business; Q2 Management; FT45; BW20; ESADE 3)

Harvard Business Publishing

Vol. 93, no. 3, 03/2015, p. 121-125



Peter Noll, a pharmaceutical company division chief, ponders the varying business models of two units that have just merged. Both have for years employed flexible, inventive strategies to good effect, but Noll is inclined to impose a single model on the combined entity. The two unit heads, however, make compelling arguments for being left to do their business as usual. What choice should Noll make? Expert commentary comes from Bodo Eickhoff, of Roche Diagnostics Deutschland, and Eric Achtmann, a tech investor and corporate adviser to Costa Coffee.

### BISBE, JOSEP

#### MALAGUEÑO, RICARDO

#### How control systems influence product innovation processes: examining the role of entrepreneurial orientation

*Accounting and Business Research*

(2014 IF=0,957; Q2 Business, Finance; ESADE 2)

Taylor & Francis

Vol. 45, no. 3, 04/2015, p. 356-386



This paper yields insights into the channels through which management accounting and control systems (MACS) exert an influence on product innovation by examining the extent to which different forms of control (i.e. value systems (VS), diagnostic control systems and interactive control systems (ICS)) are directly associated with the distinct phases of innovation processes. Using survey data collected from 118 medium and large Spanish companies, we find that (1) VS and ICS have significant main effects on the creativity, co-ordination and knowledge integration, and filtering (sub-)phases of innovation processes and (2) the significance and direction of these influences vary depending on the entrepreneurial orientation (EO) of firms. By highlighting the relevance of EO in shaping the influence of MACS on product innovation processes, this study calls for caution in generalising the expected effects of MACS on innovation.

### BRINCKMANN, JAN

#### What is an attractive business opportunity? An empirical study of opportunity evaluation decisions by technologists, managers, and entrepreneurs

Gruber, M.; Kim, S. M.; Brinckmann, J.

*Strategic Entrepreneurship Journal*

(2014 IF=2.000; Q2 Business;

Q2 Management; ESADE 3)

Wiley

Vol. 9, no. 3, 05/2015, p. 205-225



The subjective belief that an opportunity allows value generation is a key driver of entrepreneurial action. We advance research on opportunity evaluation by investigating how people may diverge in their views of what defines an attractive business opportunity; that is, we seek to understand heterogeneity among individuals' opportunity templates. Using unique data from a conjoint experiment with 141 respondents (6,728 opportunity evaluations), our analysis reveals significant differences in the opportunity preferences of individuals with technological, management, and entrepreneurship experience. We also find that people with specialist experience (technology) emphasize fewer opportunity dimensions than people with generalist experience (management, entrepreneurship).

### BRINCKMANN, JAN

#### Why We Plan: The Impact of Nascent Entrepreneurs' Cognitive Characteristics and Human Capital on Business Planning

Brinckmann, J.; Kim, SM.

*Strategic Entrepreneurship Journal*

(2014 IF=2.000; Q2 Business; Q2 Management; ESADE 3)

Wiley

Vol. 9, no. 2, 06/2015, p. 153-166



We examine the impact of nascent entrepreneurs' cognitive attributes and human capital on business planning behavior. We find that entrepreneurial self-efficacy facilitates development of formal business plans and entrepreneurial perseverance promotes engaging in business planning activities. Further, advanced academic education leads nascent entrepreneurs to engage in business planning activities and create formal business plans, but prior work experience has a marginal effect on business plan formality. The results further indicate that a nascent entrepreneur's striving for outside financing promotes business planning activities, while being in a supportive environment or a member of a business association does not impact business planning behavior.

**CHESBROUGH, HENRY**  
**Engaging with Startups to Enhance Corporate Innovation**

Weiblen, T.; Chesbrough, H.  
*California Management Review*  
 (2014 IF=1.667; Q2 Business; Q2 Management; FT45; BW20; ESADE 3)  
 University of California Press  
 Vol. 57, no. 2, 2015, p. 66-90



When it comes to agility, startups have an edge over large corporations—whereas large corporations sit on resources which startups can only dream of. The combination of entrepreneurial activity with corporate ability seems like a perfect match, but can be elusive to achieve. This article examines how large corporations from the tech industry have begun to tap into entrepreneurial innovation from startups. Prominent examples are used to inductively derive a set of four models commonly used to engage with startups and to describe their characteristics, challenges, and rationales. While corporate equity is the key mechanism behind more established models, newer approaches replace equity with shared technology to connect both worlds with fewer organizational costs and greater speed and agility. This article presents a typology of corporate mechanisms to engage with startups that balance speed and agility against control and strategic direction, to map the ways companies can bridge the gap between themselves and the startup world.

**CHESBROUGH, HENRY**  
**Chez Panisse: Building an Open Innovation Ecosystem**

Chesbrough, H.; Kim, S.; Agogino, A.  
*California Management Review*  
 (2014 IF=1.667; Q2 Business; Q2 Management; FT45; BW20; ESADE 3)  
 University of California Press  
 Vol. 56, no. 4, 2014, p. 144-171



The case study provides a history of Chez Panisse and Alice Waters. Throughout Chez Panisse's history, Waters and her team had built a local and now global ecosystem using an "open innovation" strategy with stakeholders such as suppliers, alumni chef and staff food writers, and others. The Chez Panisse ecosystem case study uses an open innovation framework to analyze how Chez Panisse grew. The case study allows students to learn how a small firm thrived and became a business success based on building a successful business ecosystem that shares knowledge, encourages individuals' growth, and embeds trust among participants.

**COLLET, FRANÇOIS**  
**When does brokerage matter? Citation impact of research teams in an emerging academic field**

Collet, F.; Robertson, D.; Lup, D.  
*Strategic Organization*  
 (2014 IF=1.400; Q3 Business; Q2 Management; ESADE 2)  
 Sage  
 Vol. 12, no. 3, 08/2014, p. 157-179



Through exposure to heterogeneous sources of knowledge, actors who broker between unconnected contacts are more likely to generate valuable output. We contribute to the theory of social capital of brokerage by considering the impact of field maturity. Using longitudinal data from the field of strategic management we find that the benefits of network brokerage are stronger during the early stages of field development and diminish as the field matures. The results of our study call for further research on the interplay between network structures and processes of field emergence.

**FORTE ARCOS, SANTIAGO LOVRETA, LIDIJA**  
**Time-varying credit risk discovery in the stock and CDS markets: Evidence from quiet and crisis times**

*European Financial Management*  
 (2014 IF=1.158; Q2 Business, Finance; ESADE 2)  
 Blackwell's  
 Vol. 21, no. 3, 06/2015, p. 430-461



We analyze the dynamic relationship between the stock and the CDS market during the period 2002-2008. We document that the stock market's informational dominance reported in previous studies holds only in times of financial crisis. During tranquil times, the CDS market's contribution to price discovery is equal or higher than that of the stock market. Moreover, the credit risk level of the company has a positive effect on the information share of its stocks beyond the effect of the overall state of the economy. We show that these conclusions do not contradict the argument of insider trading in credit derivatives.

**GOODMAN, JENNIFER CORALIE VAN CRANENBURGH, KATINKA ARENAS VIVES, DANIEL**  
**Social shareholder engagement: The dynamics of voice and exit**

Goodman, J.; Louche, C.; van Cranenburgh, K.; Arenas, D.  
*Journal of Business Ethics*  
 (2014 IF=1.326; Q3 Business; Q2 Ethics; BW20; FT45; ESADE 3)  
 Springer  
 Vol. 125, no. 2, 12/2014, p. 193-210



Investors concerned about the social and environmental impact of the companies they invest in are increasingly choosing to use voice over exit as a strategy. This article addresses the question of how and why the voice and exit options (Hirschman 1970) are used in social shareholder engagement (SSE) by religious organisations. Using an inductive case study approach, we examine seven engagements by three religious organisations considered to be at the forefront of SSE. We analyse the full engagement process rather than focusing on particular tools or on outcomes. We map the key stages of the engagement processes and the influences on the decisions made at each stage to develop a model of the dynamics of voice and exit in SSE. This study finds that religious organisations divest for political rather than economic motives using exit as a form of voice. The silent exit option is not used by religious organisations in SSE, exit is not always the consequence of unsatisfactory voice outcomes, and voice can continue after exit. We discuss the implications of these dynamics and influences on decisions for further research in engagement.

**LONGONI, ANNACHIARA**  
**Environmental and social sustainability priorities: Their integration in operations strategies**

Longoni, A.; Cagliano, R.  
*International Journal of Operations & Production Management*  
 (2014 IF=1.736; Q2 Management; ESADE 3)  
 Emerald  
 Vol. 35, no. 2, 03/2015, p. 216-245



Environmental and social sustainability are becoming key competitive priorities for companies, but the way in which they are integrated in operations strategies remains an open issue. The purpose of this paper is to determine whether established operations strategy configuration models (i.e. price-oriented, market-oriented and capability-oriented models) are modified to include environmental and social priorities and whether different operations strategy configuration models are equally successful in the short and long term. Analyses were performed using data from the International Manufacturing Strategy Survey (2009), including companies in the assembly industry in 21 different countries. According to previous studies, cluster analysis of competitive priorities and ANOVA analysis of the business strategy and short-and long-term performance were performed. The results show that traditional operations strategy configuration models are slightly modified. Market-

oriented and capability-oriented operations strategies are complemented by environmental and social sustainability priorities. These operations strategies are adopted by companies with a differentiation and innovation business strategy. Moreover, capability-oriented companies, which are the most committed to environmental and social sustainability, perform better in both the short and long term. This research shows to companies that traditional operations strategies focusing on specific competitive priorities (e.g. low price) are being replaced by more holistic strategies that include sustainability priorities. However, environmental and social priorities contribute to competitive advantage when complementing capability-oriented operations strategies. This paper extends operations strategy configuration models highlighting how environmental and social sustainability priorities can be deployed together with traditional competitive operations priorities.

**MAJCHRZAK, ANN**  
**Managing crowds in innovation challenges**

Malhorta, A.; Majchrzak, A.  
*California Management Review*  
 (2014 IF=1.667; Q2 Business; Q2 Management; BW20; FT45; ESADE 3)  
 University of California Press Berkeley  
 Vol. 56, no. 4, 09/2014, p. 103-123



Crowdsourcing for innovation is typically conducted as an "innovation challenge." Despite the popularity of innovation challenges, there appears to be a growing consensus that innovation challenges do not succeed at generating solutions with competitive advantage potential. This article presents three ways in which managers can assure that their innovation challenges are fruitful: foster different crowd roles to encourage contribution diversity; offer knowledge integration instructions and dual incentives; and offer explicit instructions for sharing different types of knowledge.

**MELLEN, TEODOR**  
**The state of ethical learning of students in the Spanish university system: considerations for the European higher education area**

*Higher Education Research & Development*  
 (2014 IF=0.911; Q2 Education & Educational Research)  
 Routledge  
 Vol. 34, no. 3, 07/2015, p. 472-485



With the establishment of the European higher education area (EHEA), the ethical learning of students is a matter of central importance in European universities. This paper examines the current state of ethical learning of students in the Spanish university system. We present the results of a descriptive survey, which used a training model for university students and examined their ethical development in three categories: the construction of self, learning in fellowship and socio-moral reflection. The results of the survey reflect the current situation of ethical training among Spanish students and enable us to propose certain measures for consolidating and enhancing ethical development with the Spanish universities of the EHEA.

**ROMERO VELASCO, MARGARITA****Can serious games contribute to developing and sustaining 21st Century skills?**

Romero Velasco, M.; Usart Rodríguez, M.; Ott Gatto, M.

*Games and Culture*

(2014 IF=0.390; Q2 Cultural Studies; Q4 Communication)

Sage

Vol. 10, no. 2, 03/2015, p. 148-177



Serious games (SG) are innovative tools that are widely recognized as having considerable potential to foster and support active learning. This article addresses the question of whether and how SG can contribute to the development of the so-called '21st century skills' in education. This article starts by characterizing the current need for 21st Century skills and the identification of these core skills. Thereafter, it reports on a literature review of studies analyzing SG impact on the development of one or more 21st century skills; and finally, it analyzes which, among the most relevant game characteristics, are those that could facilitate 21st century skills development. This study offers a multifold perspective on the use of SG to support 21st century skills development that may be helpful for both teachers and SG designers.

**SMITH, TRICIA****The Kaizen approach within process innovation: findings from a multiple case study in Ibero-American countries**

Suárez Barraza, M.; Smith, T.

*Total Quality Management & Business Excellence*

(2014 IF=1.323; Q2 Management; ESADE 2)

Taylor & Francis

Vol. 25, no. 9-10, 10/2014, p. 1002-1025



Processes and process innovation remains important in the management of today's organisations. In management and academic circles in Europe, Asia and the USA, the subject of processes and their innovation continue to be the basis of discussions regarding organisations' operations. The relevance of process innovation has gained weight as a result of various well-publicised failures by some major firms to operate new processes, leading to clients receiving low-quality goods and services. However, regarding the Iberian countries, academic references are few and far between regarding process innovation and Kaizen. Thus, it seems that previous studies represented in the literature show Kaizen from the angle of implementation of process innovation methods, and so the aim of this paper is to understand how these methods of process innovation are applied in the context of Kaizen in organisations operating in Ibero-American countries. This research has reported the results of a multiple case study, showing and providing empirical evidence grounded in the application of process innovation and the impact this has on the management of the organisation. In our study, we found that the application of process innovation basically can begin to help Ibero-American companies to understand (wake-up or become aware of) the deeper meaning of the term 'process' (theme of understanding); also, to begin to inspire (theme of synchronisation) the sense of managing from the point of view of process innovation and the philosophy of Kaizen in continuous improvement.

**VANHAVERBEKE, WIM****Technological Performance and Alliances Over the Industry Life Cycle: Evidence from the ASIC Industry**

Vanhaverbeke, W.; Belderbos, R.; Duysters, G.; Beerkens, B.

*Journal of Product Innovation Management*

(2014 IF=1.696 – Q2 Business; Q2 Engineering, Industrial; Q2 Management; ESADE 4)

Wiley-Blackwell

Vol. 32, no. 4, 07/2015, p. 556-573



Technology development in firms is frequently based on a combination of internal and external technological learning. Consequently, firms need to develop both technological capital (a patent portfolio) and alliance capital (a portfolio of technology alliances). This paper examines the relationship between technological capital, alliance capital, and their joint impact on the technological performance of firms, with an application to the application-specific integrated circuit industry. We find that positive marginal returns to alliance capital are decreasing at higher levels of alliance capital. Technological capital and alliance capital can either augment or reduce each others' influence on innovation performance depending on the stage of the technology life cycle in the industry. A reinforcing relationship related to absorptive capacity requirements and technological uncertainty is present in early stages, while technology leakage and market competition effects render the combination of high levels of technological and alliance capital counterproductive in later stages of the technology life cycle.

**VANHAVERBEKE, WIM****LOPEZ-VEGA, HENRY NELSON****When Research Meets Development: Antecedents and Implications of Transfer Speed**

Du, JS.; Leten, B.; Vanhaverbeke, W.; Lopez-Vega, H.

*Journal of Product Innovation Management*

(2014 IF=1.696 – Q2 Business; Q2 Engineering, Industrial; Q2 Management; ESADE 4)

Wiley-Blackwell

Vol. 31, no. 6, 11/2014, p. 1181-1198



This paper focuses on the organization of new product development in large, R&D-intensive firms. In these firms, research and development activities are often separated. Research is conducted in dedicated research projects at specialized research labs. Once research results are achieved by research projects, they are transferred to business units for further development and commercialization. We investigate the speed whereby research projects transfer their first research results to business units (hereafter: transfer speed). In particular, we analyze the antecedents and performance implications of transfer speed. Based on data of 503 research projects from a European R&D intensive manufacturing firm, our results suggest that a fast transfer speed (as measured by the time it takes for a research project to develop and transfer its first research result to business units) is associated with a better research performance (as measured by the total number of

transfers the research project generates). Moreover, we find that different types of external R&D partners science-based and market-based partners play distinct roles in speeding up project first research transfers. While market-based partnerships (i.e., customers and suppliers) generally contribute to a faster transfer of first research results, science-based partnerships (i.e., universities and research institutions) only speed up first research transfers of technologically very complex projects. Our results also show that early patent filings by research projects accelerate first research transfers.

**WIENGARTEN, FRANK  
GIMÉNEZ THOMSEN, CRISTINA****Exploring the importance of cultural collectivism on the efficacy of lean practices: Taking an organisational and national perspective**

Wiengarten, F.; Giménez Thomsen, C.; Fynes, B.;

Ferdows, K.

*International Journal of Operations & Production Management*

(2014 IF=1.736; Q2 Management; ESADE 3)

Emerald

Vol. 35, no. 3, 02/2015, p. 370-391



The purpose of this paper is to assess the influence of cultural collectivism on the efficacy of lean practices. Furthermore, this study assesses whether or not potential cultural disadvantages related to the level of individualism at the national level can be compensated for at the organisational culture level. Hofstede's cultural dimension of

individualism is used to test whether practicing a collectivistic culture at the organisational level can fully compensate for the potential disadvantages of being geographically situated in an individualistic culture when practicing lean manufacturing. Results suggest that cultural collectivism at the national and organisational level have a significant impact on the efficacy of lean practices. Furthermore, the negative impact of being situated in an individualistic country cannot be fully compensated for through practicing a collectivistic organisational culture when practicing lean. Originality/value: This study represents a comprehensive attempt to simultaneously assess the collectivism cultural components of lean practices at the national as well as at the organisational level.

**MARCO BERTINI****Associate Professor and Director,  
Department of Marketing**

Research Interests in Pricing strategy, Consumer and Managerial decision making

**MILA GASCÓ****Researcher of the Institute for Public Governance  
and Management**

ESADE Principal Investigator of the FP7 project COMPOSITE: Comparative Police Studies in the EU



**WIENGARTEN, FRANK**  
**GIMÉNEZ THOMSEN, CRISTINA**

**The impact of host country regulatory quality on the value creation process in e-business supply chains**

Wiengarten, F.; Bhakoo, V.; Gimenez, C.  
*International Journal of Production Research*  
 (2014 IF=1.477; Q2 Engineering, Industrial;  
 Q2 Engineering, Manufacturing; Q2 Operations Research  
 & Management Science; ESADE 3)  
 Taylor & Francis  
 Vol. 53, no. 16, 08/2015, p. 4963-4978



The use of e-business (EB) applications has reshaped an organisations' supply chain structure. EB applications have enabled supply chain organisations to integrate their upstream and downstream supply chain processes to reach higher performance outcomes. Employing the resource-based view and contingency perspective as theoretical anchors, we propose and test a model of the relationship between EB applications, supply chain integration and financial performance that is moderated by a country's regulatory quality. Cross-country data have been collected from 637 organisations through the International Manufacturing Strategy Survey research initiative. We hypothesise that the efficacy of the EB value creation process depends on the regulatory quality of the country that companies are located in. Results indicate that EB has a stronger impact on supply chain integration and supply chain integration has a stronger impact on financial performance, if the companies are situated in countries with high quality regulatory levels.

**YSA, TAMYKO**  
**SIERRA OLIVERA, VICENTA**  
**The influence of network management and complexity on network performance in Taiwan, Spain and The Netherlands**

Klijin, E.; Ysa, T.; Sierra, V.; Berman, E.; Edelenbos, J. et al.  
*Public Management Review*  
 (2014 IF=1.027; Q3 Management; Q2 Public Administration; ESADE 3)  
 Taylor & Francis  
 Vol. 17, no. 5, 05/2015, p. 736-764



Using survey data of respondents involved in spatial planning projects in Taiwan, Spain and the Netherlands (n = 678), this article examines the influence of network management strategies and complexities (examined with regard to differences in perception of problems and solutions, and unexpected events) on perceived network performance. This theory-driven, empirical research shows that the effect of network management strategies on perceived performance is stronger than the impact of unexpected events or actors' differences in perceptions of problems and solutions. We find this result in all the three countries. Our model explains 19.1 per cent of the variance in the perceived network performance.

**WIENGARTEN, FRANK**  
**Beyond the trade-off and cumulative capabilities models: alternative models of operations strategy**

Singh, P.J.; Wiengarten, F.; Nand, AA.; Betts, T.  
*International Journal of Production Research*  
 (2014 IF=1.477; Q2 Engineering, Industrial; Q2 Engineering, Manufacturing;  
 Q2 Operations Research & Management Science; ESADE 3)  
 Taylor & Francis  
 Vol. 53, no. 13, 07/2015, p. 4001-4020



Organisations are expected to develop sound strategies relating to their core operations capabilities of cost efficiency, quality, delivery, flexibility and innovation, to gain and maintain competitive advantage. However, there is a paucity of specific models that can be used to explain and predict how organisations combine and use these capabilities. Previous research has primarily focused on the 'trade-off' and the 'cumulative capabilities' models. In this study, data from an international sample of 1438 manufacturing plants are used to explore other models that organisations are using in addition to the two predominant models. This analysis shows that, in practice, the trade-off model is not used, but the cumulative capabilities model is used extensively. Further, our proposed new models, the 'threshold', 'average' and 'multiple', are prevalent in many plants. Also, a small proportion of the plants have in place the 'uncompetitive' model. In terms of relative effectiveness, there are no significant differences between the models with respect to several measures of operational performance. Overall, this study provides empirical evidence that there are other operations strategy models beyond the trade-off and cumulative capabilities dichotomy that organisations deploy.



Paul Healy, Senior Associate Dean for Research (Harvard Business School) at ESADÉ Research Day

# Articles in academic journals with impact factor

Quartile 3



**ARMISEN, ALBERT  
MAJCHRZAK, ANN**  
**Tapping the innovative business potential  
of innovation contests**

*Business Horizons*  
(2014 IF=1.163; Q3 Business; ESADE 2)  
Elsevier  
Vol. 58, no. 4, 08/2015, p. 389-399



Innovation contests are increasingly used by businesses to identify new ideas for better servicing their customers; yet, the degree to which the innovation contests provide new ideas has been disappointing. We describe the case of a large innovation contest via which we examined the role of three elements of the online discussion context to predict whether innovative ideas are generated during the contest. The three elements are: (1) the discussion thread's amount of variety (i.e., variation of participants' familiarity with the topic or organizational background), (2) the amount of collaborative versus argumentative posts that have been made in the discussion prior to a contributor's innovative post, and (3) whether the discussion includes previous posts from the participant prior to the innovative post. We found three ideal profiles for a person generating innovative ideas: (1) he or she posts after participants who have substantial variation in familiarity with the topic, (2) he/she posts on discussion threads in which participants focus their contributions on adding their own perspectives, not on arguing with others, and (3) he/she has not previously posted. These findings lead to specific implications for managing innovation contests.

**ESTEVE LAPORTA, MARC  
YSA, TAMYKO**  
**Public-private joint-ventures:  
Mixing oil and water?**

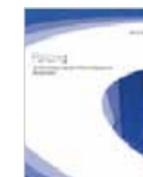
Esteve Laporta, M.; Rhys, A.; Ysa, T.  
*Public Money & Management*  
(2014 IF=0.537; Q3 Public Administration;  
ESADE 2)  
Taylor & Francis  
Vol. 35, no. 4, 07/2015, p. 265-272



The use of public-private partnerships (PPPs) is one of the most distinctive features of strategic management in the public sector. However, PPPs can take many varied forms, and can present quite different managerial and organizational challenges. One of the most significant, yet understudied, forms of PPP to emerge in recent years is the Public-Private Joint-Venture (PPJV). Unlike Contractual PPPs, in which public organizations tightly specify the service to be provided under contract by private sector organizations, PPJVs involve the creation of a new institutional entity that is governed by all parties in the alliance. This article examines the distinctive character of PPJVs and draws upon documentary and case study evidence to evaluate the ways in which the mixing of public and private within this important collaborative form can be managed best.

**GASCÓ HERNÁNDEZ, MILA**  
**Perspectives on the police profession:  
An international investigation**

Bayerl, S.; Horton, H.; Jacobs, G.; Rogiest, S.;  
Gascó Hernández, M.  
*Policing: An International Journal of Police  
Strategies & Management*  
(2014 IF=0.725; Q3 Criminology & Penology; ESADE 1)  
Emerald  
Vol. 37, no. 4, 12/2014, p. 728-745



The purpose of this paper is to clarify the diversity of professional perspectives on police culture in an international context. In a first step the authors developed a standardized instrument of 45 occupational features for comparative analysis of police professional views. This set was inductively created from 3,441 descriptors of the police profession from a highly diverse sample of 166 police officers across eight European countries. Using this standardized instrument, Q-methodological interviews with another 100 police officers in six European countries were conducted. The authors identified five perspectives on the police profession suggesting disparities in officers' outlooks and understanding of their occupation. Yet, the findings also outline considerable overlaps in specific features considered important or unimportant across perspectives. The study emphasizes that police culture needs to be described beyond the logic of distinct dimensions in well-established typologies. Considering specific features of the police profession determines which aspects police officers agree on across organizational and national contexts and which aspects are unique. The feature-based approach provides concrete pointers for the planning and implementation of (inter)national and inter-organizational collaborations as well as organizational change. This study suggests an alternative approach to investigate police culture. It further offers a new perspective on police culture that transcends context-specific boundaries.

**MANOLOV, RUMEN  
SIERRA OLIVERA, VICENTA**  
**Assessing functional relations  
in single-case designs:  
Quantitative proposals in the context  
of the evidence-based movement**

Manolov, R.; Sierra, V.; Solanas, A.; Botella, J.  
*Behavior Modification*  
(2014 IF=1.605; Q3 Psychology, Clinical)  
Sage  
Vol. 38, no. 6, 11/2014, p. 878-913



In the context of the evidence-based practices movement, the emphasis on computing effect sizes and combining them via meta-analysis does not preclude the demonstration of functional relations. For the latter aim, we propose to augment the visual analysis to add consistency to the decisions made on the existence of a functional relation without losing sight of the need for a methodological evaluation of what stimuli and reinforcement or punishment are used to control the behavior. Four options for quantification are reviewed, illustrated, and tested with simulated data. These quantifications include comparing the projected

baseline with the actual treatment measurements, on the basis of either parametric or nonparametric statistics. The simulated data used to test the quantifications include nine data patterns in terms of the presence and type of effect and comprise ABAB and multiple-baseline designs. Although none of the techniques is completely flawless in terms of detecting a functional relation only when it is present but not when it is absent, an option based on projecting split-middle trend and considering data variability as in exploratory data analysis proves to be the best performer for most data patterns. We suggest that the information on whether a functional relation has been demonstrated should be included in meta-analyses. It is also possible to use as a weight the inverse of the data variability measure used in the quantification for assessing the functional relation. We offer an easy to use code for open-source software for implementing some of the quantifications.

#### RAGOZZINO, ROBERTO

##### Does regional integration change the effects of country-level institutional barriers on M&A? The case of the European Union

Moschieri, C.; Ragozzino, R.; Campa, J.M.

(2014 IF=1.118; Q3 Management; ESADE 3)

*Management International Review*

Springer

Vol. 54, no. 6, 12/2014, p. 853-877



This paper raises the question of whether the process of regional integration experienced by the European Union (EU) has affected the growth strategies of firms pursuing cross-border mergers and acquisitions. More precisely, it examines whether the effects of known country-level barriers to cross-border mergers and acquisitions (M&A) have weakened as the EU has developed, thereby creating a propensity by firms inside and outside the EU to invest more in the region. Overall, the results show support for this idea, revealing that cultural and political barriers to cross-border M&A significantly explain the governance decision implemented by foreign buyers earlier in the life of the EU, whereas they do not after the Union has taken steps towards integration. These barriers also affect EU-based acquirers differently from non-EU-based ones. A number of implications of these findings are discussed.

#### RODÓN MÒDOL, JOAN

##### Information systems and performance: the role of technology, the task and the individual

Bravo, ER.; Santana, M. ; Rodón, J.

*Behaviour & Information Technology*

(2014 IF=0.891; Q3 Computer Science,

Cybernetics;

Q3 Ergonomics; ESADE 1)

Taylor & Francis

Vol. 34, no. 3, 03/2015, p. 247-260



Organisations require good performance from individuals to achieve their objectives. In view of the growing presence of technology, it becomes necessary to understand performance in the context of information systems. However, the research streams that study performance (e.g. industrial psychology or the impact of technology on performance) focus primarily on a single component (the individual or the technology). The systemic perspective, for its part, considers all three components (technology, the individual and the task) and their relationships in order to explain performance. From this perspective, this article develops a research model where individual (knowledge of the task and the technology), task (ease) and technology (usefulness and ease) factors determine performance. Links are also established between these factors. Data were collected from 246 individuals and the results show that the proposed links are significant. This research highlights that management should take into account all three components to boost performance. The study emphasises in which factors of these components special care should be taken. The lack of improvement in performance after the introduction of an information system may not be solved merely by tackling the features of the technology but also by simplifying the tasks or reviewing the users' knowledge gaps.

#### SCHIOPU, IOANA

##### Technology adoption, human capital formation and income differences

*Journal of Macroeconomics*

(2014 IF=0.488; Q3 Economics)

Elsevier

No. 45, 06/2015, p. 318-335



The paper presents a model of technology adoption with endogenous supply of human capital. I investigate the effects of skill bias technical change in the frontier economies on the evolution of output, the quantity and quality of human capital in the adopting countries. The framework introduces a novel feature by connecting the direction of technology adoption to a sequential process of skill accumulation, where the returns of advanced human capital depend on the quality of basic education. I find that moderate skill bias at the frontier produces convergence in output per capita, while strong skill bias generates two convergence clubs among adopting countries. In the latter case, a further increase in skill bias leads to a larger disparity in output between clubs. Furthermore, the countries in the low income club converge to a new steady-state characterized by a higher quantity and lower quality of skilled labor.

#### TRULLÉN FERNÁNDEZ, JORDI

##### The acceptance of newly introduced HR practices: Some evidence from Spain on the role of management behavior and organizational climate

Stirpe, L.; Bonache, J.; Trullén Fernández, J.

*International Journal of Manpower*

(2014 IF=0.471; Q3 Industrial Relations & Labor;

Q4 Management)

Emerald

No. 36, 01/2015, p. 334-353



HR practices are only effective if they are well accepted by employees. The purpose of this paper is to explore the effect of two forms of support on the acceptance of newly introduced HR practices (NHRPs): that of top managers and of supervisors. In addition, the authors analyze how these two forms of support work in conjunction with one another. The authors argue that a lack of consistency between the two impairs NHRP acceptance. The authors also explore variations in acceptance under different organizational climates. The analysis is based on an original sample of 307 employees from nine multinational companies operating in Spain. Multilevel regression analysis is used to test the hypotheses. The authors found that top management support, supervisor support, and innovation climate are all predictors of NHRP acceptance. The authors also found that low supervisor support reduces the effect of top management support. Finally, the authors found that innovation climate is not a substitute for management and supervisor support. The findings suggest that top management and supervisor behavior is critical to gaining employee acceptance of NHRPs, no matter how well designed such practices are or how well they address the needs of the organization and its employees. The findings also indicate that top managers and supervisors should coordinate the introduction of NHRPs, since employees perceive support signals from these two agents not only individually but also in conjunction. Recognizing that employee acceptance is an important determinant of the effectiveness of HR practices, the authors make a unique contribution to the literature by investigating some critical contextual enablers of acceptance.

#### VALENCIA-SILVA, MAIKA

##### Detection Model of Legally Registered Mafia Firms in Italy

Ravenda, D.; Argiles-Bosch, JM.; Valencia-Silva, M.

*European Management Review*

(2014 IF=0.963; Q3 Management; ESADE 2)

Wiley Periodicals

Vol. 12, no. 1, 04/2015, p. 23-39



This paper develops a model that can contribute to the detection of legally registered firms defined as Mafia firms (LMFs) due to having been confiscated by judicial authorities, in relation to alleged connections of their owners with Italian organized crime. The model correctly classifies 76.41% of firms within a matched sample of 852 firm-years including LMFs and lawful firms. Furthermore, we present an analysis of financial statement characteristics of singular private firms which are socially irresponsible by nature and whose incentives, modus operandi and legal financial statement formats differ from those of listed companies. In particular, we show that specific accruals and earnings management proxies may provide more insight into accounting manipulation patterns of LMFs. More importantly, our paper can help practitioners and regulators identify accounting signals that can be used in risk assessment models or in the detection of criminal infiltrations and related illicit practices.

#### YSA, TAMYKO

##### New development: How the Spanish government responded to the global economic, banking and fiscal crisis

Kickert, W.; Ysa, T.

*Public Money & Management*

(2014 IF=0.537; Q3 Public Administration; ESADE 2)

Taylor & Francis

Vol. 34, no. 6, 11/2014, p. 453-457



The way Spain responded to the global crisis differed from the general Western European pattern. First, it was not the global banking crisis that caused the economic crisis in Spain, but the other way around. Second, the Spanish banking sector was bailed-out by the 'Troika': the EU, ECB and IMF. Third, the fiscal austerity plan that the Zapatero government announced in 2010 and the newly-elected Rajoy government stepped up in 2012, were conceived under strong external pressure from the EU. Spain's main fiscal challenge was to lower its soaring bond rates.

# Articles in academic journals with impact factor

Quartile 4



## **BATISTA FOGUET, JOAN M.** **Self-employment as a moderator between work and life satisfaction**

Loewe, N.; Araya Castillo, L.A.; Thieme, C.;  
Batista Foguet, JM.

*Academia-Revista Latinoamericana  
de Administracion*

(2014 IF=0.205; Q4 Business; Q4 Management)

Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Vol. 28, no. 2, 2015, p. 213-226



The correlation between work and life satisfaction varies substantially across studies, suggesting that the strength of the relationship may depend on the studied population and its circumstances. The purpose of this paper is to assess the strength of the relationship in the context of Chile and the moderator effect of self-employment (SE), whether a worker is self-employed or on a salary. Based on the idea that work plays a more central role in the life of a self-employed person than in that of a salaried worker, the authors hypothesized that the strength of the relationship between work and life satisfaction will be stronger for the former. The measures used in this study were part of a large questionnaire administered to investigate several characteristics of the Chilean population. The authors used multiple regression analysis to test the moderator effect of SE on the strength of the relationship between work satisfaction and life satisfaction. The results from a national sample of 658 Chilean workers indicate that the relationship between work satisfaction and life satisfaction is positive. Furthermore, the relationship is stronger for self-employed workers than for salaried workers. The authors also found a small negative direct effect of SE on life satisfaction, which suggests that the self-employed might be, on average, less satisfied with their lives than their salaried counterparts. The sample used in the current study was not only substantially larger in size but also more representative of the current workforce because it included both genders. Consequently, the results are more robust and generalizable.

## **BONET GUINÓ, EDUARD** **Exploring the boundaries of rhetoric**

*Journal of Organizational Change Management*

(2014 IF=0.462; Q4 Management; ESADE 2)

*Emerald*

Vol. 27, no. 5, 11/2014, p. 703-806



The purpose of this paper is to examine how the boundaries of rhetoric have excluded important theoretical and practical subjects and how these subjects are recuperated and extended since the twentieth century. Its purpose is to foster the awareness on emerging new trends of rhetoric. The methodology is based on an interpretation of the history of rhetoric and on the construction of a conceptual framework of the rhetoric of judgment, which is introduced in this paper. On the subject of the extension of rhetoric from public speeches to any kinds of persuasive situations, the paper emphasizes some stimulating relationships between the theory of communication and rhetoric. On the exclusion and recuperation of the subject of rhetorical arguments, it presents the changing relationships between rhetoric and dialectics and emphasizes the role of rhetoric in scientific research. On the introduction of rhetoric of judgment and meanings it creates a conceptual framework based on

a re-examination of the concept of judgment and the phenomenological foundations of the interpretative methods of social sciences by Alfred Schutz, relating them to symbolic interactionism and theories of the self. The study on the changing boundaries of rhetoric and the introduction of the rhetoric of judgment offers a new view on the present theoretical and practical development of rhetoric, which opens new subjects of research and new fields of applications.

## **CHESBROUGH, HENRY** **Open Innovation as a Response to Constraints and Risks: Evidence from China**

Fu, XL.; Li, JZ.; Xiong, HR.; Chesbrough, H.

*Asian Economic Papers*

(2014 IF=0.438; Q4 Economics)

MIT Press

Vol. 13, no. 3, 2014, p. 30-58



This paper examines the determinants of open innovation as a response to the constraints and risks of innovation that firms face in emerging economies. A recent national firm-level survey of 1,400 firms in the manufacturing sector is used as the basis of the analysis. We find that institutional, financial and knowledge/skills-related risks and constraints are all significantly associated with these firms' depth and breadth of openness in innovation. The responses, however, vary across firms of different ownership types. Foreign-invested firms appear to be most responsive and take action to widen and deepen their openness in innovation. Privately owned firms have made significant responses to market- and institution- and finance- and risk-related impediments but not to knowledge- and skills-related impediments. State-owned firms appear to be least responsive in use of open innovation. Firm size and industry specific effects also appear to have significant moderating effect on firms' responses to the various constraints. These findings are supported by an in-depth study of the Chinese semiconductor industry.

## **GIMÉNEZ THOMSEN, CRISTINA SIERRA OLIVERA, VICENTA RODÓN MÒDOL, JOAN**

**The role of information technology in the  
environmental performance of the firm:  
The interaction effect between information  
technology and environmental practices on  
environmental performance**

Giménez Thomsen, C.; Sierra, V.; Rodón Mòdol, J.; Rodríguez Rodríguez, J. A.

*Academia: Revista Latinoamericana de Administración*

(2014 IF=0.205; Q4 Business; Q4 Management)

Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Vol. 28, no. 2, 06/2015, p. 273-291



This paper explores the role of information technologies (IT) in the impact of environmental practices on environmental performance. The paper finds evidence that IT strengthens the relationship between environmental practices and environmental performance. The IT construct is operationalized through: IT-enabled control and IT-enabled coordination. The results confirm the established relationship between

environmental practices and environmental performance, and show that IT-enabled coordination moderates the relationship between environmental practices and environmental performance. We use data from the fifth (2009) round of the International Manufacturing Strategy Survey (IMSS) which includes responses from manufacturing plants within the manufacturing industry in Brazil, China, Germany, Hungary and USA. A relevant contribution for practice derived from this study is that firms can use the same technologies (ERP, shared databases) that they once implemented to improve their operational performance to improve their environmental performance.

### IGLESIAS BEDÓS, ORIOL

#### Context and time in brand image construction

Rindell, A.; Iglesias, O.

*Journal of Organizational Change Management*  
(2014 IF=0.462; Q4 Management; ESADE 2)

Emerald

Vol. 27, no. 5, 11/2014, p. 756-768



The purpose of this paper is to further understanding of the roles that time and context play in consumers' evolving brand image construction processes over time. This exploratory, qualitative research is based on the analysis and interpretation of 164 online consumer narratives pertaining to the consumers' most memorable coffee moments. Consumers build images of a brand through both fleeting moments over time linked to special occasions and everyday moments in their lives over time. Understanding image construction processes thus must go beyond just physical (location) and psychological (social) circumstances. Activity processes ('When I am doing [?]'') also are central to this understanding. Time and context emerge as key determinants of consumers' brand image processes and should hence be explicitly recognised in branding research. This study focuses only on brand admirers; because the study context refers to a business-to-consumer product, the focus is the product brand. Considering the key role of memorable past moments (time and context) in consumers' brand image construction processes, branding strategies should reflect systematic efforts to identify these moments. Such an approach can provide opportunities for companies to deepen their consumer understanding and achieve a favourable presence in consumer contexts during which brand images get constructed. This study identifies key dimensions of time and context and thus furthers understanding of these dimensions in relation to brand images.

### LOEWE, NICOLAS

#### ARAYA CASTILLO, LUIS ANDRÉS

#### BATISTA FOGUET, JOAN M.

#### Self-employment as a moderator between work and life satisfaction

Loewe, N. ; Araya Castillo, L.A.; Thieme, C.; Batista Foguet, JM.

*Academia-Revista Latinoamericana de Administracion*

(2014 IF=0.205; Q4 Business; Q4 Management)

Emerald

Vol. 28, no. 2, 06/2015, p. 213-226



The correlation between work and life satisfaction varies substantially across studies, suggesting that the strength of the relationship may depend on the studied population and its circumstances. The purpose of this paper is to assess the strength of the relationship in the context of Chile and the moderator effect of self-employment (SE), whether a worker is self-employed or on a salary. Based on the idea that work plays a more central role in the life of a self-employed person than in that of a salaried worker, the authors hypothesized that the strength of the relationship between work and life satisfaction will be stronger for the former. The measures used in this study were part of a large questionnaire administered to investigate several characteristics of the Chilean population. The authors used multiple regression analysis to test the moderator effect of SE on the strength of the relationship between work satisfaction and life satisfaction. The results from a national sample of 658 Chilean workers indicate that the relationship between work satisfaction and life satisfaction is positive. Furthermore, the relationship is stronger for self-employed workers than for salaried workers. The authors also found a small negative direct effect of SE on life satisfaction, which suggests that the self-employed might be, on average, less satisfied with their lives than their salaried counterparts. The sample used in the current study was not only substantially larger in size but also more representative of the current workforce because it included both genders. Consequently, the results are more robust and generalizable.

### NADAL BURGÚÉS, NÚRIA

#### Project specification: Creativity and rhetoric in scientific research

*Journal of Organizational Change Management*  
(2014 IF=0.462; Q4 Management; ESADE 2)

Emerald

Vol. 27, no. 5, 11/2014, p. 807-818



The aim of this paper is to identify different types of project in relation to their degree of specification and the creative possibilities that more highly specified projects offer researchers. This paper presents the limitations of project management methods when managing research in relation to creativity. If projects are rigorously formulated and fulfill the requirements of project management, they may be compared to a mechanical task in which active decision-making no longer applies. The conceptual framework develops the study of the spaces of creativity that research projects offer based on intentional action in which the notion of project is considered to be more flexible than that of more traditional approaches, and the notion of judgment is seen as a source

of creativity. The empirical research presents the study of two scientific projects and compares their degree of the goal and task specification, the time required to specify them and how creativity emerges from routinized activities. The spaces of creative possibilities in projects are related in two ways: firstly, these spaces are related to a critical view of the concepts of repeated action and routines, and secondly, they are related to the ways researchers use projects and the methods of project management not only as a method but also as a form of rhetoric. Constituting a contribution to organizational change and innovation theory that enlarges the concept of project and brings understanding of how researchers define their projects, confront project specifications and are creative in a constrained framework.

### VAN DER VOET, JORIS

#### Held back and pushed forward: leading change in a complex public sector environment

van der Voet, J.; Kuipers, B.; Groeneveld, S.

*Journal of Organizational Change Management*  
(2014 IF=0.462; Q4 Management; ESADE 2)

Emerald

Vol. 28, no. 2, 2015, p. 290-300



Public organizations often need to implement organizational change. Several authors have argued that the specific characteristics of public organizations make the implementation of organizational change in public organizations distinct or even more difficult. However, this issue has received little empirical investigation in both public management and change management research. Public organizations typically operate in an environment characterized by checks and balances, shared power, divergent interests and the political primate. The purpose of this paper is to advance knowledge about how the implementation of change and its leadership is affected by the complex environment in which public organizations operate. A case study approach is adopted. A merger of three government departments in a Dutch city is selected as a case. This merger took place in an environment that became increasingly complex as the implementation process advanced. The main method of data collection was interviewing the managers that were involved in the organizational change. In all, 23 interviews were conducted and fully transcribed. The interviews were then coded using Atlas.ti software. The analysis indicates that a high degree of environmental complexity forces public organizations to adopt a planned, top-down approach to change, while the effectiveness of such an approach to change is simultaneously limited by a complex environment. In addition, typical change leadership activities, such as defining the need for change, role modeling and motivating employees to implement the change, are not sufficient to implement change in a complex environment. In order to overcome environmental dependencies and maintain momentum in the change process, public managers must engage in more externally oriented leadership activities. The paper provides empirical evidence about the relevant and rapidly growing research topic of organizational change in public organizations. The paper concludes with hypotheses that can be tested in follow-up research, and as such provides a starting point for future research concerning change management in public organizations.

### YSA, TAMYKO

#### SALVADOR IBORRA, SUSANNA

#### Leadership and Public Management: the Life Cycle of a Public Manager Mandate

Ysa, T.; Salvador, S.

*Revista del Clad Reforma y Democracia*

(2014 IF=0.114; Q4 Political Science; Q4 Public

Administration; ESADE 2)

Centro Latinoamericano de Administración para el Desarrollo (CLAD)

no. 62, 06/2015, p. 39-76



A growing body of literature identifies the impact of leader characteristics on the strategy and performance of organizations. This article, after reviewing the leadership literature, and, in particular, the public management literature regarding leadership and public managers, concludes that most of the literature on the effects of this leadership is static. To fill this gap and add a dynamic and longitudinal analysis, the paper applies the life cycle concept to the public managers' mandate, a still under researched topic in the public management literature. First, the article focuses on the horizontal approach to public managers' leadership along its mandate, in contrast to the traditional vertical approach analyzing promotions along a career. That is, the public manager's life cycle. Second, this document identifies the key dimensions and phases along the public manager mandate's life cycle, and develops the following proposals through a phase model: 1) Public managers at the beginning of their mandates focus on achieving the goals measured by indicators, with initial support from the political environment that appointed them. 2) In a second phase a period of exploration starts, allowed by some success, and the avoidance of political mistrust. 3) In the third phase the public manager selects the narrative by which it will be recognized its mandate in the organization. For that, the manager weaves internal information networks to develop a long-term vision for the organization. 4) In the convergence phase is when the maximum results are obtained by public managers, since an inverted U shape is shown between tenure and results. 5) The dysfunction phase or executive sclerosis, is when the manager's power and the knowledge of the task is at its maximum. However, if the mandate does not have a limit on its duration, the consequences for the organization can be lethargy or crisis. Last but not least, the article builds an overarching research proposal, combining a survey based on recognized scales by the literature, and semi-structured interviews, to perform an exploratory analysis of the conceptual model and its propositions.

# Other articles in ESADE's recommended list: academic peer reviewed & professional journals

## Business Journals

### ROIG NAVARRO, CARLES ¿Debemos apostar por la reindustrialización? Claves y propuestas

*Harvard Deusto Business Review*  
Universidad de Deusto  
No. 244, 05/2015, p. 18-24



The article describes the main trends of reindustrialization at western companies. It creates a bottom-up framework to formulate new industrial policies: 1-What is it needed to create an industrial mindset, 2- How can we design and execute an Industrial strategy on a company basis, and 3- the need of coordination of long term policies between individual companies or grouped industries and the public administration.

### CANO GINER, JOSEP LLUÍS COSTA GUIX, GERARD Business intelligence aplicado al 'retail': ganar con información privilegiada

*Harvard Deusto Marketing y Ventas*  
Barcelona: Universidad de Deusto  
No. 129, 01/2015, p. 42-47



A la habilidad para transformar los datos en información, y la información en conocimiento, de forma que se pueda optimizar el proceso de toma de decisiones en los negocios, se la conoce como Business Intelligence. Aplicada al ámbito del retail, la 'inteligencia de negocios' genera una potencial ventaja competitiva, al proporcionar información privilegiada para responder a las necesidades del punto de venta: promociones u ofertas de productos, ajuste de precios, optimización de costes, análisis de perfiles de clientes, etc.

### CANO GINER, JOSEP LLUÍS Big Data: usos y aplicaciones para su máximo aprovechamiento

*Harvard Deusto Marketing*  
Deusto  
No. 127, 10/2014, p. 42-46



Optimización de la distribución, establecimiento de políticas de precios, análisis de riesgo, detección de fraudes, análisis de campañas, retención de clientes... Los ámbitos de aplicación de las tecnologías basadas en el Big Data son diversos e interesantes. Nos permiten, por ejemplo, tomar decisiones basadas en conductas para descubrir tendencias de consumo o conocer más y mejor a nuestra competencia. Pero ¿cuáles son, realmente, las posibilidades que nos ofrece el Big Data?

### COSTA GUIX, GERARD VILA FERNÁNDEZ-SANTACRUZ, MAR El marketing y la dimensión social de las marcas: ¿queremos ser gamechangers?

*Harvard Deusto Business Review*  
Deusto  
No. 239, 11/2014, p. 56-62



Uno de los grandes retos de la construcción de una marca es desarrollar su dimensión social. Los game changers son aquellas personas que logran hacerlo y ser "transformadoras" desde su puesto de trabajo. Pero ¿qué herramientas usan para ello? El voluntariado y la filantropía corporativa, las prácticas empresariales socialmente responsables, el marketing social corporativo o la promoción con causa son algunas de ellas.

### IGLESIAS BEDÓS, ORIOL SALEEM, FATHIMA How to support consumer-brand relationships: The role of corporate culture and human resource policies and practices

*Marketing Intelligence and Planning*  
Emerald  
Vol. 33, no. 2, 03/2015, p. 216-234



Many authors, from both fields of brand management and relationship marketing, emphasize that a key prerequisite for a brand to successfully develop relationships with customers is a supportive corporate culture (e.g. Ahmad and Buttle 2002; Grönroos 1997; Gummesson 1997; Hunt and Morgan 1994; Piercy 1998; Coviello and Brodie 1998). However, very few studies have suggested which specific values should be at the core of this corporate culture and how they should be promoted (Jarrat and O'Neill 2002; Winkhofer, Pressey, and Tzokas 2006). In fact, there is only one comprehensive corporate culture model (Iglesias et al. 2011) that shows empirical evidence about the corporate values required to facilitate the development of consumer-brand relationships. This supportive culture also requires a partnership between marketing and human resource (HR) management functions, providing the tools necessary to manage employee relations (Burmah and Zeplin 2005), align employee behavior with the desired corporate values and instill the consumer-brand relationships (Piercy 1998; Hunt et al. 2006). Although HR policies are a well-accepted tool to reinforce a relational corporate culture (McAfee, Glassman, and Honeycutt 2002) and to articulate the key corporate values to inform employee behavior (Begley and Boyd 2000), the role of HR policies in building consumer-brand relationships has received scant attention in the literature. As such, the main objective of this paper is to identify the detailed HR policies and practices that favor the expansion of consumer-brand relationships. Due to the lack of studies in this specific field, this research leans towards adopting an exploratory and interpretative methodology (Goulding, 2005; Strauss and Corbin 1998). The data stems from 53 in-depth interviews spanning three case studies in the hotel industry.

### PLANELLAS ARÁN, MARCEL URRIOLAGOITIA DORIA MEDINA, LOURDES ELVIRA

#### Privalia, rompiendo mitos en el “e-commerce”

*Harvard Deusto Marketing y Ventas*  
Barcelona: Universidad de Deusto  
No. 129, 01/2015, p. 48-54



Que la ropa solo se compra en las tiendas físicas, que los negocios online no tienen nada ver con el mundo real o que el de la moda es un mercado global, y no local, son solo algunos de los prejuicios que ha tenido que batir Privalia. El outlet online de moda y accesorios es una empresa gacela, por su rápido crecimiento, que, transformada de startup a multinacional, ha roto mitos en el e-commerce. ¿Qué aprendizajes nos aporta su experiencia? El primero: cuando se trata de abrir nuevos canales comerciales, hay que mantener la mente abierta y luchar contra las falsas evidencias.

### RAMIS PUJOL, JUAN

#### Caso práctico. BBVA: la innovación abierta en empresas de servicios

Ramis Pujol, J.; Droge, H.; Tort-Martorell Aran, X.  
*Harvard Deusto Marketing y Ventas*  
Barcelona: Universidad de Deusto  
No. 130, 03/2015, p. 46-54



La innovación abierta comprende dos dimensiones: la internalización de las ideas externas y la externalización de las ideas internas durante los proyectos de innovación (Chesbrough, 2003). En particular, esta última dimensión de la innovación abierta se basa en la existencia de unos sólidos derechos de la propiedad intelectual como son las patentes. Sin embargo, las innovaciones en servicios a menudo no pueden protegerse por estos medios. En el presente estudio, se muestra cómo, pese a la falta de estos mecanismos de protección, el BBVA, un destacado banco minorista a escala global, radicado en España, ha perseguido la innovación abierta. Ahora bien, las innovaciones desarrolladas internamente solo se cedieron a aquel.

### VIVES DE PRADA, LUIS

#### La revolución de la economía de plataformas

*Harvard Deusto Business Review*  
Universidad de Deusto  
No. 243, 03/2015, p. 52-63



Hoy en día es habitual hablar del éxito cosechado por compañías como Uber, Airbnb, Amazon, LinkedIn, YouTube o Coursera. Se trata de plataformas que están dejando obsoletos, en muchos casos, los modelos de negocio tradicionales de sus competidores. Lejos de ralentizarse, el fenómeno de la aparición de nuevas plataformas continúa su rápida expansión. Instacart, la plataforma online que permite la compra de alimentos perecederos de pequeñas tiendas y mercados con entrega a domicilio el mismo día, ha sido nombrada, recientemente,

por la revista Forbes como una de las compañías americanas más prometedoras, alcanzado una valoración de más de dos billones de dólares. Otro ejemplo es Kantox, la plataforma de intercambio de divisas para empresas de origen español, que ya opera en más de cincuenta países. Kantox ha gestionado el intercambio de más de mil millones de dólares, operando con 25 divisas. Las plataformas crean valor a través del contacto entre oferentes y demandantes de un producto o servicio. Por su naturaleza, constituyen un sistema que puede ser mucho más eficiente que las compañías tradicionales, al combinar elementos de empresa con elementos de mercado. Pero, además, su superioridad se basa en su potencial y en su velocidad de escalabilidad, sin que ello suponga incurrir en los costes e inversiones que requieren las compañías tradicionales para crecer. ¿Puede ser la economía de plataformas la base de una nueva revolución empresarial? La respuesta es, claramente, sí. En los últimos años hemos asistido al importante crecimiento de esta nueva realidad, que está consiguiendo transformar industrias y que ha supuesto la base para el lanzamiento de un incontable número de nuevos modelos de negocio.

## Law Journals

### AÑOVEROS TERRADAS, BEATRIZ Consumer collective redress under the Brussels I recast at the light of the Comission's common principles

*Journal of Private International Law*  
Hart Publishing  
No. 1, 06/2015, p. 143-162



This paper examines the state of play on cross-border consumer collective redress in Europe in the light of three important instruments: (1) the Brussels I Regulation (Recast) (2) the Commission Communication entitled “Towards a European Horizontal Framework for Collective Redress”; and (3) the Commission’s Recommendation of 11 June 2013 on common principles for injunctive and compensatory collective redress mechanisms in the Member States concerning violations of rights granted under Union Law. The study highlights general disappointment with the new European Union instruments. The disappointment stems from the mediocre consumer collective redress likely to be achieved by the aforementioned three instruments.

### CARPI MARTÍN, REBECA

#### La herencia yacente como parte demandada: cuatro odiseas procesales

*Revista Crítica de Derecho Inmobiliario*  
Colegio de Registradores de la Propiedad  
y Mercantiles de España  
No. 746, 11/2014, p. 3363-3391



En este estudio se analizan las especialidades procesales que emergen cuando una de las partes en litigio es una herencia yacente. Partiendo del reconocimiento formal de la capacidad procesal de la herencia yacente en el art. 6.1.4ª de la LEC y admitida por la jurisprudencia desde mediados del siglo XX, nos adentramos en las concretas dificultades jurídicas y fácticas que comporta el hecho de que esa aptitud subjetiva carezca de desarrollo más allá del art. 6.1.4º LEC y de la ambigua previsión que incluye después el art. 7.5 LEC. Desde la complejidad procesal que puede comportar la duda sobre si el demandado vive o ha fallecido, y su patrimonio se encuentra provisionalmente sin titular, ya sea antes del proceso, durante el mismo o en el momento de ejecutar, al cúmulo de cautelas que deben tomarse para evitar que por apreciar el órgano judicial indicios de indefensión para los futuros destinatarios de esa herencia yacente el proceso seguido sea inútil. Como complemento a lo anterior, y vinculado también a ese riesgo de indefensión, se aborda el examen de la doctrina de la Dirección General de los Registros y del Notariado sobre inscripciones y anotaciones derivadas de un litigio y relativas a bienes integrados en una herencia yacente.

### CASTIÑEIRA JEREZ, JORGE

#### Hacia una nueva configuración de la doctrina rebus sic stantibus: a propósito de la sentencia del Tribunal Supremo de 30 de junio de 2014

*InDret: Revista para el Análisis del Derecho*  
Universitat Pompeu Fabra (UPF)  
Vol. 2014, no. 4, 10/2014, p. 4-1



El pasado 30 de junio de 2014, la Sala Primera del Tribunal Supremo dictó una sentencia en la que no solamente se aplica la doctrina de la cláusula rebus sic stantibus sino en la que, además, se reconfiguran su fundamento y requisitos de aplicación con el fin de normalizar dicha doctrina en el marco del derecho contractual español. En el presente artículo, a través del comentario crítico a dicha resolución, se analizan algunas de las claves para que ese ajuste resulte exitoso.

### MARZAL YETANO, ELIA

#### Tierra y libertad en el primer reino leonés: el reconocimiento de libertad de movimiento a los trabajadores de la tierra en el Fuero de León como reequilibrio de poder y transacción de intereses

*Anuario de Historia del Derecho Español*  
Madrid: Ministerio de Justicia e Interior  
No. 84, 12/2014, p. 45-78



El “Fuero de León”, promulgado por Alfonso V, autoriza a los trabajadores de la tierra de señorío a abandonarla, a cambio de un precio y bajo unas condiciones. Durante largo tiempo, la interpretación de estos preceptos ha sido muy controvertida, ofreciéndose muchas explicaciones, casi siempre desde una óptica economicista. Frente a ello, este trabajo propone una relectura de esos preceptos desde una doble dimensión política: una primera, común a los reinos cristianos altomedievales de occidente, relativa a su organización política, basada en la autodefensa y transformadora de las categorías jurídicas romanas; y una segunda, específica asturleonense, relativa al objetivo de la reconquista y de la recuperación de la hegemonía entre los reinos cristianos, que impone una necesidad de hombres. El régimen estipulado en el Fuero para la salida de los labriegos expresaría una transacción o un reequilibrio de poderes entre rey y señores, en la medida en que debilita las bases sobre las que se construye el señorío, lo que beneficiaría al rey, a cambio de indemnizar a los señores. Para contrastarlo, sigo el esquema analítico del mundo medieval planteado por Otto Brunner, representando en él la dimensión fundamentalmente política del vínculo de fidelidad que surge entre labriego y señor la clave para comprender la especificidad de la regulación de la tierra y el equilibrio de fuerzas sobre el que se construye la organización política medieval. En ella, es titular del poder, y por tanto parte integrante de la comunidad política, todo aquél que cuenta con capacidad defensiva o, lo que es lo mismo, con tierra y, de ese modo, hombres.

# Books



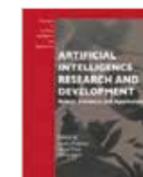
## International Publishers

### AGELL JANÉ, NÚRIA (ED.)

#### Artificial intelligence research and development: Recent advances and applications

Museros, Ll.; Pujol, O.; Agell Jané, N. (eds.)  
Amsterdam (Netherlands): IOS Press, 10/2014  
308 p.

Frontiers in Artificial Intelligence and Applications; no. 269



This book presents 34 original papers accepted for presentation at the 17th International Conference of the Catalan Association for Artificial Intelligence (CCIA 2014), held in October 2014 in Barcelona, Spain. The Catalan Association for Artificial Intelligence (ACIA), was created in 1994 as a non-profit association to promote cooperation among researchers from the Catalan-speaking artificial intelligence research community. Conferences are now held annually throughout the Catalan-speaking countries. The papers in this volume have been organized around different topics, providing a representative sample of the current state-of-the-art in the Catalan artificial intelligence community and of the collaboration between ACIA members and the worldwide AI community. The book will be of interest to all those working in the field of artificial intelligence.

### DOLAN, SIMON

#### Cross Cultural Competence: A Field Guide for Developing Global Leaders and Managers

Dolan, S.; Kawamura, KM.  
Emerald, 04/2015  
300 p.



This new book is the best practical guide to becoming competent in cross-cultural management ever published. It serves as a comprehensive, workshop-based program that allows facilitators and organizational change agents to help organizations and people develop cross cultural skills and global competence. Grounded in the most rigorous and relevant theories, research, and learning methods, it's easily accessible and fun to apply. Rich with exercises, case studies, survey instruments, and tools, it is based on the authors' extensive experience in delivering cross cultural training, coaching, and consulting in multiple languages to numerous organizations across the globe. The book may also be used by individuals who want to better understand the complexity of working and living in a cross cultural world or who want to improve their capabilities in cross cultural management. Highlights A new, original, and holistic Cross Cultural Competence Model that serves as a framework for content and workshop delivery. New and original models for understanding and learning the complex relationship between values and culture at national, organizational, and personal levels. A new and original Complexity Model of Cross Cultural Negotiation that presents six major aspects involved in learning and conducting cross cultural negotiation. Global competence theories, concepts, research, and facts integrated with related cases, simulations, discussions, and exercises in every chapter. Instructor Resources: action plans to guide ongoing

development with web-based access for downloading all cases studies, handouts, and assessment instruments presented in the book (provided for book purchasers). Building-block organization so facilitators may easily customize workshops, programs, or ongoing organizational culture change processes, with mappings of sample workshops and programs provided in the appendix. Learning objectives included in every chapter in order for the facilitator to assess and monitor workshop results. Framing of the development of global competence as a journey for every person, no matter where they are along the cultural continuum.

### DOLAN, SIMON

#### The magic carpet and the islands of values

Dolan, S.; Singh, N.  
Montreal (Canada): Gestion MDS, 05/2014  
214 p.

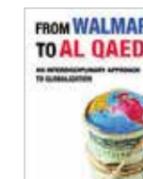


This tale has been carefully crafted to provide an interesting adventurous journey that capture children's attention. Albeit its simplicity, the story is very empowering: it is about three young children, members of the same family, who join a magic flying carpet into three different islands. At the end of each journey/island, the children learn an important lesson about some values. At the end, they learn a lot about each other, and about the need to balance values in life in order to be happy and healthy (economically, socially and emotionally).

### MURILLO BONVEHÍ, DAVID

#### From Walmart to Al Qaeda. An interdisciplinary approach to globalization

Greenleaf Publishing, 04/2015  
233 p.



From Walmart to Al Qaeda explains the fuzzy, complex and seemingly incomprehensible concept of globalization. What is globalization? What are the core topics, theories and competing ideologies? Are we walking towards homogenization or towards a global collision of cultures and identities? The potential risks and challenges for the global economy, corporations and political regimes are acknowledged by most but not fully understood. This book provides a refreshing new look at how society is being shaped by globalization and how these apparent destructive patterns can be both explained and potentially remedied. Globalization is both a concept and a cliché. It is a term that is used to explain an economic system or the state of the world. David Murillo sets out the questions and identifies the interrelationships of different disciplines to both understand the issues and also find solutions. The book discusses globalization and current attempts to conceptualize and measure it. There are theoretical and ideological debates on whether globalization is inevitable and the various alternatives for interpreting how the world works.

## National Publishers

### ANSOTEGUI OLCOZ, MARÍA CARMEN Ética de las finanzas

Ansotegui Olcoz, A.; Gómez, F.; González, R.  
Bilbao: Desclee de Brouwer, 11/2014  
368 p.  
Ética de las Profesiones



Nacido del diálogo con profesionales, este libro se ocupa primero de los grandes temas de la Ética de las Finanzas: desde las dificultades de la concepción misma de la Ética financiera hasta problemas recurrentes de relación con el dinero y el riesgo, de información, de agencia y conflictos de intereses, de estructuras de mercado...Después hemos recorrido cada profesión buscando la forma concreta que toman en ella tales problemas. Hemos conversado con profesionales de las finanzas, para asegurar el máximo realismo a nuestra evaluación de las dificultades con que se encuentran. Terminamos con un par de capítulos que miran más al sistema en su conjunto, tanto a las dificultades de lo existente como a la creciente importancia de los fenómenos alternativos en finanzas.

### BALLABRIGA CLAVERÍA, FERNANDO The world economy of the early 21st century. Globalization and the great recession

Madrid: McGraw-Hill, 10/2014  
100 p.



In economics, the analysis of the big aggregate numbers of a country belongs to the area of Macroeconomics. Its language tends to be cumbersome for non-economists, raising a barrier that makes difficult the task of getting through the interesting messages that macroeconomic analysis can deliver. The motivation of this book is to help to overcome such a barrier, trying to present in a brief and schematic straight way some of the keys that allow thinking about the macroeconomic performance of countries. The book builds on the simple idea that some of most basic questions you need to ask and answer in order to assess economic performance are the same no matter whether you are looking at a household, a company or a country.

### CASABAYÓ BONÁS, MÒNICA La mare té molts desitjos. Conviure amb el càncer quan tens fills petits

Barcelona: Dèria Editors, 10/2013  
120 p.



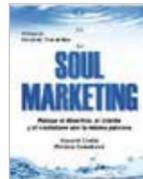
Després d'haver passat un càncer de mama, la Mònica Casabayó es va donar de la importància de tenir un referent que hagués passat la malaltia per avançar-li possibles esdeveniments i ajudar a fer més fàcil el dia a dia. Ella va tenir la sort de conèixer dues noies que havien passat per aquesta experiència i això no només la va ajudar a encarar millor tot el tractament sinó que la va inspirar a trobar la manera d'explicar als seus fills que la seva mare estava malalta. Hi ha tants càncers de mama com dones diagnosticades. Per això, La mare té

molts desitjos vol ser un petit manual que ajudi i acompanyi en el dia a dia de la malaltia. D'una banda, hi ha la mare i els diàlegs amb els seus fills, amb el repte de convertir els moments més dolorosos en vivències fàcils d'entendre i de pair per ells. De l'altra, hi ha la dona de 37 anys i la realitat de la seva malaltia.

### COSTA GUIX, GERARD CASABAYÓ BONÁS, MÒNICA

#### Soul Marketing. Porque el directivo, el cliente y el ciudadano son la misma persona

Barcelona: Profit Editorial, 10/2014  
176 p.  
Bresca



Este libro plantea, comparte y reflexiona sobre cuál es y cuál puede ser el impacto del marketing en la sociedad, desde tres puntos de vista: los directivos, los clientes y la sociedad en general. Para ello, explica el modelo "Soul marketing". Soul Marketing es una llamada a transformar el marketing. Es un libro dirigido a profesionales con experiencia en Marketing, interesados en conocer diferentes prácticas respecto al desarrollo del marketing como motor de la mejora social, y predispuestos a incorporar en su trabajo diario acciones vinculadas a temas sociales. Si eres una persona de marketing interesada en conocer el impacto positivo que tus acciones pueden generar en la sociedad, este libro te servirá de guía. Conseguir el Soul Marketing para que gane la empresa, el cliente y la sociedad. Soul Marketing se analiza desde la óptica que todos los agentes son personas, y cada una de ellas actúa siendo protagonista en los tres roles (cliente, empresario y ciudadano). El libro ha contado con la colaboración de profesores y colaboradores de ESADE. Incluye casos prácticos reales.

### DOLAN, SIMON VALLE CABRERA, RAMÓN

#### La gestión de personas y del talento. La gestión de los recursos humanos en el siglo XXI

Dolan, S.; Valle Cabrera, R.; López Cabrales, A.  
Madrid: McGraw-Hill, 07/2014  
296 p.



La obra ofrece una visión moderna de la gestión de los recursos humanos. En primer lugar, porque se ha producido una gran transformación de los factores que intervienen, como la tecnología, la globalización o la competitividad; pero además, porque en nuestros días han cobrado especial relevancia nuevos temas, como la gestión de la diversidad o la responsabilidad social. Este libro se ha elaborado pensando en los estudiantes que deseen trabajar en el futuro como gerentes y directivos de la gestión de personas, así como en los estudiantes de administración y dirección de empresas no especializados en recursos humanos, amén de los actuales profesionales de esta área. Existe un contenido online vinculado a esta obra, de venta independiente, que la complementa con preguntas para el estudio y la reflexión, información gráfica adicional y casos prácticos aportados por profesores de distintas universidades españolas.

### LONGO MARTÍNEZ, FRANCISCO ALBAREDA SANZ, ADRIÀ

#### Administració pública i valors

Barcelona: Editorial Barcino, 12/2014  
200 p.  
Observatori dels Valors



En el context d'una dura crisi econòmica i una profunda crisi institucional, cal replantejar i actualitzar el discurs ètic tradicional en l'administració pública actualment, s'ha arribat a un punt en el qual els ciutadans ja no creuen que l'Administració pública i els valors puguin encara anar agafats de la mà. L'afebliment de la confiança de la ciutadania tant en les seves entitats administratives com en els seus representants és cada dia més fort. En aquest llibre es plantegen d'un costat els motius d'aquesta situació i de l'altre diverses eines i mecanismes per tornar a lligar els valors i l'administració pública i la governança. Administració pública i valors presenta els diversos sistemes de control i de sanció i les pràctiques que se'n fan tant a nivell nacional com internacional, les polítiques de recursos humans i els valors de la UE, les infraestructures ètiques d'arreu d'Europa i unes conclusions i reflexions finals sobre cada un dels temes tractats.

### MURILLO BONVEHÍ, DAVID

#### De Walmart a Al Qaeda. Una lectura interdisciplinària de la globalització

Libros de Cabecera, 02/2015  
363 p.



¿Cómo podemos entender el vertiginoso desarrollo tecnológico actual? ¿Hasta qué punto este se debe a la inventiva humana, o bien, es el resultado de la obsesión de los mercados por maximizar el retorno al accionista? ¿Quién regula las grandes corporaciones? ¿Qué papel juegan las organizaciones internacionales o el ciudadano de a pie en todo ello?

Si seguimos tirando del hilo, ¿cuál debe ser el modelo imperante en la gobernanza mundial: el estadounidense, el europeo, el chino? ¿Están los días de occidente realmente contados o merece la pena defender una manera europea y occidental de resolver los principales desafíos del mundo? David Murillo Bonvehí, experto en globalización, desgana de forma multidisciplinaria los distintos temas que se entrecruzan en la creación de la realidad cotidiana. La visión panorámica que ofrece, así como los sorprendentes datos recogidos en este libro, no dejarán al lector indiferente. Es una referencia indispensable tanto para los gestores de empresas en su toma de decisiones, como para cualquier persona que quiera comprender el presente y entender las claves del futuro más inmediato.

### PLANELLAS ARÁN, MARCEL Las decisiones estratégicas

Planellas Arán, M.; Muni, A.  
Penguin Random House, 03/2015  
205 p.



Este libro está escrito especialmente para los directivos y para los propietarios, accionistas y consejeros, que se encuentran ante el reto de tomar decisiones estratégicas. Les permitirá seguir un camino, a través del círculo de las decisiones estratégicas, y escoger entre los 30 modelos que mejor se adaptan a sus necesidades, que están descritos de forma breve e ilustrados con un gráfico.

### NÚRIA AGELL

Professor and Director, Department of Operations, Innovation and Data Sciences

Coordinators of the FP7 project COLLAGE:  
Creativity in Learning through Social Computing  
and Game mechanics in the Enterprise

### ESTEVE ALMIRALL

Lecturer, Department of Operations, Innovation and Data Sciences

Coordinator of the FP7 project  
Commons for Europe



# Book chapters



## International Publishers

### AGELL JANÉ, NÚRIA

#### A computational creativity system to support chocolate designers decisions

Ruíz, F.C.; Raya, C.; Samà, A.; Agell Jané, N.

In *Artificial intelligence research and development: Recent advances and applications*

Museros, Ll.; Pujol, O.; Agell Jané, N. (eds.)

Amsterdam (Netherlands): IOS Press, 10/2014

p. 87-94

Frontiers in Artificial Intelligence and Applications; no. 269

In this paper, a new formulation of the central ideas of the well-established theory of Boden about creativity is presented. This new formulation redefines some terms and reviews the formal mechanisms of exploratory and transformational creativity. The presented approach is based on the conceptual space proposed by Boden and formalized by other authors in a way that facilitates the implementation of these mechanisms. The presented formulation is applied to a real case of creative designing in which a new combination of chocolate and fruit is desired. The experimentation has been conducted jointly with a Spanish chocolate chef. Data collected from the chef has been used to validate the proposed system. Experimental results show that the formulation presented is not only useful for understanding how the creative mechanisms of design works, but also facilitates its implementation in real cases to support creativity processes.

### CASABAYÓ BONÁS, MÒNICA

### AGELL JANÉ, NÚRIA

#### Influencer detection approaches in social networks: A current state-of-the-art

Puigbó, J.; Sánchez, G.; Casabayó Bonás, M.; Agell Jané, N.

In *Artificial intelligence research and development: Recent advances and applications*

Museros, Ll.; Pujol, O.; Agell Jané, N. (eds.)

Amsterdam (Netherlands): IOS Press, 10/2014

p. 261-264

Frontiers in Artificial Intelligence and Applications; no. 269

In this paper a literature review on approaches for influencer detection in social networks is conducted. The paper contributes with a comparison between the three most popular influencer detection tools, with an analysis of their methods and algorithms and with a list of proposed extending capabilities. The papers in this volume have been organized around different topics, providing a representative sample of the current state-of-the-art in the Catalan artificial intelligence community and of the collaboration between ACIA members and the worldwide AI community.



### GHADERI, MOHAMMAD

### AGELL JANÉ, NÚRIA

#### Understanding color trends by means of non-monotone utility functions

Ghaderi, M.; Ruiz, F.J.; Agell Jané, N.

In *Artificial intelligence research and development: Recent advances and applications*

Museros, Ll.; Pujol, O.; Agell Jané, N. (eds.)

Amsterdam (Netherlands): IOS Press, 10/2014

p. 107-115

Frontiers in Artificial Intelligence and Applications; no. 269

In this paper we explore the possibility of capturing color trends and understanding the rationale behind the popularity of a color. To this end, we propose using a preference disaggregation approach from the field of Multi-Criteria Decision Analysis. The main objective is to identify the criteria aggregation model that underlies the global preference of a color. We introduce a new disaggregation method based on the well-known UTASTAR algorithm able to represent preferences by means of non-monotonic utility functions. The method is applied to a large database of ranked colors, from three different years, based on the information published on the webpage of an international creative community. Non-monotone marginal utility functions from each of the coordinates are obtained for each year. These functions contain the color preference information captured, in an understandable way.



### GIMÉNEZ-SALINAS COLOMER, ESTHER RODRÍGUEZ GIMÉNEZ, AIDA COVADONGA TORO LIENAS, LARA

#### Spain - Catalonia

In *Long-term imprisonment and Human Rights*

Drenkhahn, K.; Dudeck, M.; Dünkel, F. (eds.)

Abingdon (U.K.); New York, N.Y. (U.S.):

Routledge, 04/2014

p. 237-255

Routledge Frontiers of Criminal Justice

This book is a tangible result of a research project on "Long-term Imprisonment and the issue of human rights in member states of the European Union". The research aimed at identifying good practices of prison regimes by surveying living conditions for male prisoners with a prison sentence of at least five years in ten EU member states, namely: Belgium, Denmark, England, Finland, France, Germany, Lithuania, Poland, Spain (Catalonia) and Sweden plus Croatia, which was still an EU-candidate country when the project started.



**GIMÉNEZ-SALINAS COLOMER, ESTHER  
SALSENCH LINARES, SAMANTHA  
TORO LIENAS, LARA**

**Restorative justice and mediation  
in penal matters in Europe: Spain**

*In Restorative justice and mediation in penal matters in Europe*

Grzywa-Holten, J.; Dünkel, F.; Horsfield, P. (Eds.)

Forum Verlag Godesberg, 01/2015

p. 855-890



The present report shall commence with a reference to the Council of the European Union Framework Decision of 15 March 2001 on the standing of victims in criminal proceedings (2001/220/JHA) 'substituted by the Directive 2012/29/EU of the European Parliament and of the Council of 25 October 2012 establishing minimum standards on the rights, support and protection of victims of crime, and replacing Council Framework Decision 2001/220/JHA', the reason being that Spain has not fulfilled the mandate included in Article 10 of the former, despite the implementation dates stipulated in Article 17 (in this case, 22 March 2006).

To the contrary, Spain has adopted legislation, such as the Ley Orgánica 1/2004, de 28 de diciembre, de Medidas de Protección Integral contra la Violencia de Género ('Law of protective measures against gender violence'), that restricts the potential scope of application of the institution of penal mediation. Indeed, mediation is expressly prohibited in cases of gender violence that fall within the scope of the Ley Orgánica 1/2004.

However, Spain had already promulgated certain restorative-oriented legislation. Most importantly, juvenile criminal legislation had already defined and regulated mediation, reparation and conciliation. Accordingly, a team of experts was in charge of the procedure of mediation. A positive outcome from the mediation procedure was to be assessed in light of the principle of opportunity (principio de oportunidad), which would enable the public prosecutor to refrain from initiating formal proceedings or the terminate proceedings that had already been initiated.

**GIMÉNEZ-SALINAS COLOMER, ESTHER  
SALSENCH LINARES, SAMANTHA  
TORO LIENAS, LARA**

**Spain**

Giménez-Salinas Colomer, E.; Salsench Linares, S.; Toro Lienas, L.; Dünkel, F.

*In European research on restorative juvenile justice.*

*Volume I Research and Selection of the Most Effective Juvenile Restorative Justice Practices in Europe: Snapshots from 28 EU Member States*

Dünkel, F.(Ed.); Horsfield, P.(Ed.); Parosanu, A. (Ed.)

International Juvenil Justice Observatory, 05/2015

p. 165-170



The report at hand constitutes the first of three publications stemming from a project initiated and conducted by the European Council for Juvenile Justice in 2014 titled 'European Model for Restorative Justice with Juveniles'. 1) Overall, the project essentially seeks to identify and promote strategies for a wider, more adequate and effective implementation of restorative justice measures for juvenile offenders in the countries of the European Union. Three project outcomes are planned.

2) The first, the publication at hand, is dedicated to taking stock of restorative justice in the European Union and to identifying best practices of restorative justice with young offenders in the 28 EU Member States. The second phase of the project is dedicated to drafting the European Model for Restorative Justice with Juveniles, which highlights effective strategies for applying restorative justice measures. The publication at hand forms a pivotal part of the basis for that model. 3) Finally, turning to the third outcome, the Restorative Justice Model aims to provide the basis for a 'toolkit for the implementation of restorative practices' in the various countries of the European Union. The design of the toolkit includes methods to be used by restorative justice professionals as well as professionals in the field of criminal justice in order to implement and apply restorative practices more effectively in their countries.

**IGLESIAS BEDÓS, ORIOL  
SALEEM, FATHIMA**

**The key role of HR policies and practices  
in implementing a relationship marketing  
orientation**

*In Ideas in marketing: Finding the new and polishing the old*

Kubacki, K. (ed.)

London (U.K.): Springer, 12/2014

p. 722-725

Developments in Marketing Science: Proceedings of the Academy of Marketing Science



The limitations of the transactional approach to marketing in services and industrial settings gave rise to a relationship marketing (RM) paradigm (Grönroos 1997), which emphasizes building, maintaining, and enhancing relationships between the company and its customers at a profit (e.g., Berry 1983; Grönroos 1990). RM has received a lot of attention in the literature for various reasons (Berry 1995), however there is a clear need for more empirical research on how to support the implementation of a relationship marketing orientation (RMO) internally in organizations (Sin et al. 2005). The existence of a supportive corporate culture seems to be essential for the successful development of a RMO (e.g. Iglesias, Sauquet, and Montaña 2011; Day 2000; Piercy 1998; Winklhofer, Pressey, and Tzokas 2006). In this regard, some authors have discussed their key corporate values that could promote a relational orientation (Grönroos 1994; Iglesias, Sauquet, and Montaña 2011). However, the main shortcoming of these studies is that they only focus on the relevance of a corporate culture that can facilitate a RMO, but do not place emphasis on the human resources management (HRM) policies and practices that managers should promote to define and reinforce this corporate culture. Therefore, this study aims to identify the internally consistent HR policies and practices that define, develop, and reinforce a corporate culture that promotes and facilitates a RMO. Due to the lack of research in this specific field, this study leans towards adopting an exploratory and interpretative methodology, following the principles of grounded theory (Glaser and Strauss, 1967; Strauss and Corbin, 2007). The data consists of 58 in-depth interviews spanning three case studies in the hotel industry. The results suggest that the key HRM policies that support a RMO are: recruitment, training, internal communications, promotion, and compensation.

**PONS MARTY, SARA**  
**L'expertise judiciaire en Espagne au regard  
des travaux de l'institut Européen de  
l'expertise et de l'expert**

*In Handbook Expertise de justice: quel avenir en Europe?*

Grandjean, P. (ed.)

Louvain-la-Neuve (Belgium): Bruylant, 10/2014

p. 35-48

Macro Droit / Micro Droit



Cet ouvrage collectif dirigé par Patricia Grandjean, Présidente du Tribunal de Grande Instance de Quimper, rend compte de la réflexion et de l'évolution des pratiques en matière d'expertise de justice au sein des Etats européens et souligne les rapprochements souhaités et engagés par les professionnels. Il est publié par l'EEEI aux éditions Bruylant, avec le soutien de l'Institut Présaje, trois institutions fortement tournées vers l'Union Européenne. Améliorer la qualité de l'expertise de justice et tendre à harmoniser sa pratique en Europe afin de favoriser l'exercice effectif des droits et de renforcer la confiance des justiciables dans le règlement de leurs litiges, telles sont les ambitions de l'EEEI, Institut

européen de l'expertise et de l'expert. Après avoir contribué à faire émerger des pistes de convergence de l'analyse du recours à l'expertise de justice dans les pays de l'Union européenne et en Norvège dans le cadre du projet EUREXPERTISE soutenu par la Commission européenne, des professionnels de la matière, magistrats, avocats, experts, universitaires s'impliquent ici, dans cette démarche d'harmonisation, au-delà des systèmes juridiques de droit interne, en accompagnant le projet EGLE qui doit aboutir à l'élaboration d'un guide européen des bonnes pratiques de l'expertise de justice. Cet ouvrage regroupe les réflexions de ces praticiens de différents États de l'Union européenne sur les exigences que doit satisfaire l'expertise de justice pour répondre aux besoins des juges et des justiciables et sur la nécessité d'identifier des techniciens compétents, indépendants, impartiaux, aptes à concourir efficacement à l'œuvre de justice. Illustré par une présentation d'actions déjà mises en œuvre au niveau local pour promouvoir une expertise de qualité et riche d'analyses pluridisciplinaires lucides sur les freins à l'instauration d'une véritable procédure européenne d'expertise, pourtant souhaitée, cet ouvrage est destiné en premier lieu aux praticiens de la résolution de litiges transfrontaliers et aux autorités qui concourent, au plan local ou national, au processus de l'expertise de justice ou au recrutement et à l'habilitation des experts de justice.

**ANDRÉS CUNEO**

**Associate Professor, Department of Marketing**

Research Interests in Brands and branding, Private label brands, Store brands, Competitive dynamics between manufacturer brands and retailers and Consumer goods

**CRISTINA GIMÉNEZ**

**Professor, Department of Operations,  
Innovation and Data Sciences  
Vice-dean of Faculty**

ESADE Principal Investigator of the FP7 project EnReMilk: Integrated engineering approaching validating reduced water and energy consumption in milk processing for wider food supply chain replication



**ROMERO VELASCO, MARGARIDA**  
**Quantitative approach in measuring knowledge convergence in Serious Games**

Padrós, A.; Romero Velasco, M.  
 In *Games and Learning Alliance*  
 De Gloria, A. (ed.)  
 Dordrecht (Netherlands); London (U.K.); New York, N.Y. (U.S.): Springer, 10/2014  
 p. 354-363  
 Lecture Notes in Computer Science



Collaborative Serious Games (SG) aims to promote knowledge convergence, the process by which two or more people may reach mutual understanding after having interacted together. However, the analysis of knowledge convergence has been mostly developed in the context of Asynchronous Learning Networks (ALN) in a qualitative approach, but has not been investigated in the context of collaborative Serious Games (SG). The present study aims to investigate students' knowledge convergence in the particular case of the SG Metavals, using a quantitative approach. The knowledge convergence results of the dyads playing the MetaVals allows to sustain partially the hypothesis of a better performance and Level of Certainty (LC) (H1), a higher symmetry of knowledge (H2) and a higher shared outcome knowledge (H3), after collaboration than in the initial individual phase of the SG.

**SÁNCHEZ SOLER, MÓNICA**  
**AGELL JANÉ, NÚRIA**  
**AGUADO CHAO, JUAN CARLOS**  
**A comparison of two MCDM methodologies in the selection of a windfarm location in Catalonia**

Afsordegan, A.; Sánchez Soler, M.; Agell Jané, N.; Aguado Chao, J.C.; Gamboa, G.  
 In *Artificial intelligence research and development: Recent advances and applications*  
 Museros, L.; Pujol, O.; Agell Jané, N. (eds.)  
 Amsterdam (Netherlands): IOS Press, 10/2014  
 p. 227-236  
 Frontiers in Artificial Intelligence and Applications; no. 269



A case study in a social multi-criteria evaluation framework for selecting a windfarm location in the regions of Urgell and La Conca de Barberà in Catalonia is presented. Two different MCDM approaches are introduced and compared through their application to the mentioned case. On the one hand, a Qualitative TOPSIS methodology able to address uncertainty and, able to deal with different levels of precision is considered. On the other hand, we consider the results obtained by a non-compensatory outranking MCDM method. Both approaches are analyzed and their performance in the selection of a windfarm location is compared. Although results show that both methods conduct to similar alternatives rankings, the study highlights both their advantages and drawbacks.

**SAZ CARRANZA, ANGEL**  
**LONGO MARTÍNEZ, FRANCISCO**  
**SALVADOR IBORRA, SUSANNA**  
**The development of the governance of regulatory networks: The case of the European telecommunications regulatory network**

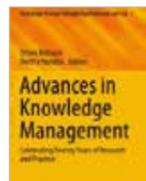
In *Mechanisms, roles, and consequences of governance: Emerging issues*  
 Gnan, L.; Hinna, A.; Monteduro, F. (eds.)  
 Bingley (U.K.): Emerald, 07/2014 p. 89-129  
 Studies in Public and Non-Profit Governance; no. 2



Networks are by now popular interorganizational coordination modes. However, there is still much to know regarding how networks are governed and how their governance develops and changes through time. This paper addresses the research question how does the governance form of networks develops over time by empirically studying the European telecommunications regulatory network using a case study approach. We find that the network's governance system is determined by the dialectical tension between network members (National Regulatory Agencies) and an external very influential body (the European Commission). This tension unifies the group in the classic external conflict/internal cohesion fashion. We also identify a second dialectical tension internal to the network among its members. The tensions are triggered by evaluations carried out by an external actor (the European Commission). In general, the process observed confirms the propositions that predict a formalizing of the governance as the network grows older. This research is based on a single case, a broader analysis of other regulatory networks among network industries at the European Union level will help researchers to establish a more comprehensive picture on the development of the governance form of this specific subset of goal-directed networks.

**SPENDER, JOHN CHRISTOPHER**  
**Knowledge Management: Origins, history, and development**

In *Advances in Knowledge Management: Celebrating twenty years of research and practice*  
 Bolisani, E.; Handzic, M. (eds.)  
 Dordrecht (Netherlands); London (U.K.); New York, N.Y. (U.S.): Springer, 11/2014  
 p. 3-24  
 Knowledge Management and Organizational Learning ; no. 1



Larry Prusak, an engaging polymath who knows plenty about KM's origins and history, and had a hand in introducing it to the wider world, argued its history and rapid development could be attributed to three trends: globalization, ubiquitous computing, and the attention to the knowledge-centric view of the firm (Prusak 2001). Hence KM's most obvious feature – it is multi-faceted, many-sourced, and several-languaged and not yet a coherent academic field with an established body of ideas, methods, and target phenomena.

**TRULLÉN FERNÁNDEZ, JORDI**  
**BONACHE PÉREZ, JAIME ALFONSO**  
**Implementing HR practices effectively: Exploring the role of the HR department**

Trullén Fernández, J.; Bonache Pérez, J.; Stirpe, L.; Valverde, M.  
 In *New clues for analysing the HRM black box*  
 Valle Cabrera, R.; López Cabrales, Á.  
 Cambridge Scholar's Publications, 08/2015  
 p. 37-65



The effective implementation of HR practices is now widely acknowledged to be critical to firm performance, and is attracting a lot of research attention. Yet much of this research has focused so far on the role of line managers as HR implementers. We instead study how the HR department may contribute to the effective implementation of HR practices. By means of comparing case studies of different implementation processes in a variety of firms, we find that the HR department is able to make significant contributions at different stages of the implementation process. Specifically, HR departments can contribute to the effective implementation of HR practices with their decisions on practices' design, their ability to influence other organizational actors, and through the use of windows of opportunity. Our findings also point at the crucial role of the firm's CEO as an HR ally. An emerging model articulating our findings is proposed.

**USART RODRÍGUEZ, MIREIA**  
**ROMERO VELASCO, MARGARIDA**  
**Entrepreneurship competence assessment through a Game Based Learning MOOC**

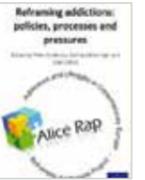
In *Games and Learning Alliance*  
 De Gloria, A. (ed.)  
 Dordrecht (Netherlands); London (U.K.); New York, N.Y. (U.S.): Springer, 10/2014  
 p. 252-264  
 Lecture Notes in Computer Science



Massive Open Online Courses (MOOC) are becoming a game changer in the field of Higher Education and lifelong learning. However, the MOOC pedagogical model is almost exclusively a reproduction of the lecture-oriented approach. We introduce a Game-Based Learning approach in a MOOC that aims to encourage entrepreneurship through the use of Serious Games (SG). In this study, we analyse the entrepreneurship skills developed in a Game-Based Learning MOOC (GBL MOOC) according to five assessed activities developed during the course: presentation and participation in a general debate; an entrepreneurial aptitude test; the Metavals SG; the Hot Shot Business SG; and a final questionnaire. The results of the final questionnaire show a good perception of the utility of the GBL MOOC for entrepreneurship studies, and an acceptable overall degree of satisfaction with the use of SGs during the MOOC.

**YSA, TAMYKO**  
**ALBAREDA SANZ, ADRIÀ**  
**What is governance**

Ysa, T.; Albareda Sanz, A.; Forberger, S.  
 In *Reframing addictions: Policies, processes and pressures*  
 Anderson, P. Bühringer, G. & Colom, J. (eds.)  
 Barcelona: Addiction and Lifestyles in Contemporary Europe Reframing Addictions Project (ALICE RAP), 02/2014  
 p. 8-16



Governance has become a popular and widely used concept amongst scholars and practitioners from different disciplines, such as public administration, economy, political sciences, management, law, and sociology. The concept alone is quite ubiquitous and has been embedded in almost every international organization and democratic government to refer to the way in which interdependent and highly complex issues are managed. Governance implies different things depending on who is using the concept and under which context. Taking this into account, the intention of this chapter is to present and discuss a specific concept of governance and its application in the field of addictions, devoting special attention to its implications for final policies. The chapter is based on a large comparative research conducted by Ysa et al. (2014) which analyzes the governance structures and processes in the field of addiction. By looking at how addictions are governed in 28 European countries, the study presents four different typologies of governance of addictions in the Europe.

## National Publishers

**CARPI MARTÍN, REBECA**  
**Las entidades tasadores y el mercado hipotecario: repaso de un modelo en revisión**

In *Crisis financiera y entidades de crédito*  
 Herbosa Martínez, I. (dir.); García Álvarez, B. (ed.)  
 Cizur Menor: Aranzadi, 10/2014  
 p. 253-283  
 Estudios Aranzadi



Se revisa el marco legal y la corrección de la actividad de tasación en el ámbito hipotecario, desde el nacimiento del actual mercado hipotecario hasta las reformas tras la crisis. Es uno de los aspectos menos tratados dentro del reajuste de todo el sistema crediticio y especialmente del régimen jurídico de los préstamos hipotecarios. Un repaso a la evolución normativa de este modelo de valoración evidencia que los riesgos del sistema, materializados ahora en perversiones, podían localizarse sutilmente desperdigados por las tediosas normas que se han sucedido desde que la Ley del Mercado Hipotecario de 1981 impusiera en su artículo 7 la obligación de tasar los inmuebles que sirviesen de garantía hipotecaria en créditos movilizados como títulos valor en el mercado secundario. Previsiones legales como la relativa a la diferencia entre los conceptos de valor de mercado y valor hipotecario, establecida pero ignorada en la ORDEN ECO/805/2003 de 27 de marzo, o la inclusión

entre los principios que deben regir la actividad de las entidades de tasación de la diligencia de un buen profesional y la prudencia valorativa, de cumplimiento claramente cuestionable dada la evolución posterior del valor de los inmuebles tasados y las dinámicas de funcionamiento que se asentaron y bendijeron en este sector, hacen visible que el sistema de tasaciones no solo tenía deficiencias de configuración. También, y eso es lo que en este repaso merece mayor atención, que las entidades de tasación pudieron incumplir las normas que imperativamente regían su actividad al haber podido prever, dados los indicios, que su actividad escapaba al patrón de diligencia que les era exigible.

### CARPI MARTÍN, REBECA

#### La prenda. Contenido. Derechos y obligaciones. Extinción

In *Tratado de las garantías*

Prats Albertosa, L.(Dir.)

Wolters Kluwer, 06/2015

p. 43-86

En este capítulo de la obra colectiva sobre garantías reales se analiza, de una parte, lo que nuestro ordenamiento positivo configura como régimen jurídico de la fase de seguridad del derecho de prenda posesoria, en tanto que período de vigencia plena de la misma como derecho de garantía y, de otra, lo relativo a la extinción de la misma fuera de las especialidades que presenta cuando se produce mediante la realización del valor del bien pignorado. Dicho de otro modo, se revisa el régimen jurídico de la prenda en tanto que conjunto de derechos y obligaciones pero con exclusión de todo lo atinente a la fase dinámica de la garantía. Se hace evidente, en el segmento de su régimen que aquí se repasa, la naturaleza real de esta garantía, que resulta en buena parte de las facultades que al acreedor atribuye este derecho desde su nacimiento ( ) y que no presenta duda en el diseño que recibe en el Código Civil.

### CASTIÑEIRA JEREZ, JORGE

#### Impugnación de acuerdos sociales y sistemas indemnizatorios: algunas reflexiones sobre su (in)compatibilidad (arts. 204.2 II y 206.1 II LSC).

In *El nuevo régimen de impugnación de los acuerdos sociales de las sociedades de capital*

Rodríguez Artigas, F.(Dir.); Farrando Miguel, I.; Tena Arregui, R.

Colegio Notarial de Madrid, 07/2015

p. 199-214



La reforma del Real Decreto Legislativo 1/2010, de 2 de julio, por el que se aprueba el texto refundido de la Ley de Sociedades de Capital llevada a cabo por la muy reciente Ley 31/2014, de 3 de diciembre, ha supuesto la introducción de varias novedades, algunas muy significativas, en el régimen de impugnación de acuerdos sociales. Entre estas novedades se encuentra el reconocimiento expreso del derecho al resarcimiento de daños que tienen los socios no legitimados para impugnar los acuerdos sociales por no ostentar el capital mínimo exigido legalmente. Este derecho al resarcimiento de los daños causados por el acuerdo impugnado no solo se reconoce a los socios que no alcancen el capital social mínimo

requerido para la impugnación de los acuerdos, sino también a cualquier otro legitimado para la impugnación en el supuesto en que el acuerdo se deje sin efecto o se sustituya por otro válido, con independencia de que la ineficacia del acuerdo impugnado tenga lugar con anterioridad a la impugnación o una vez se haya interpuesto la demanda. Lógicamente, la sustitución o revocación del acuerdo impugnado o bien elimina la causa de impugnación o bien da lugar a la satisfacción extraprocesal de la pretensión, lo que supone que los legitimados no puedan interponer la correspondiente acción de impugnación o que esta, si ya se había interpuesto, quede sin objeto. La frustración de la impugnación o la simple inimpugnabilidad del acuerdo no impide la solicitud de la compensación de los perjuicios que haya causado.

### DOMÍNGUEZ TRISTÁN, PAULA DUPLÀ MARÍN, TERESA

#### A blended teaching experience in Spanish university

Panero Oriá, P.; Domínguez Tristán, P.; Duplà Marín, T.; Polo, E.M.; Lázaro Guillamón, M.C.

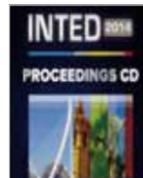
In *Proceedings of the 8th International Technology, Education and Development Conference:*

*March 10th-12th, 2014, Valencia*

Gómez Chova, L.; Candel Torres, I.; López Martínez, A.(coords.)

Valencia: International Academy of Technology, Education and Development (IATED), 03/2014

p. 2515-2520



This report is born as a result of a need of our teaching Innovation Group in order to analyze the most relevant aspects of implementing a blended course using two techniques, in-person classroom teaching and student's self-learning. The aim is, therefore, to analyze if such a hybrid teaching provides advantages over a traditional teaching and over the on-line tools and methods that have been included into the teaching catalog. In line with this goal, we also pretend to value the academic results and the effective application of the students learning.

### GIMÉNEZ-SALINAS COLOMER, ESTHER

#### El derecho a decidir de los jóvenes

In *¿Existe el derecho a decidir?: Preguntas y respuestas sobre el proceso abierto en Cataluña*

Sagarra, E.(Coord.)

S.A. Tibidabo Edicions, 10/2014

p. 275-300



Este libro ofrece una visión completa y exhaustiva acerca de la consulta convocada en Cataluña. La Consulta plantea incógnitas de diversa índole que se responden en esta obra desde distintos ángulos y prismas, ofreciendo una visión concatenada desde distintos ámbitos del Derecho. Su lectura nos permitirá comprender las distintas tesis sobre el llamado derecho a decidir: El derecho a decidir no existe pero el Gobierno debería convocar la consulta. (Tornos, J; 2014) El derecho a decidir no es un derecho a la autodeterminación. Pero, como ha reconocido el propio TC, tiene sustantividad propia. Constituye una legítima aspiración política amparada por la libertad de expresión y, en

términos más amplios, de participación, en el ámbito político. (Ridaó, J; 2014) Los catalanes, en caso de independizarse, seguirán siendo españoles y ciudadanos de la Unión Europea. (Sagarra, E; 2014). Las demandas soberanistas del Parlament y del gobierno catalán y la respuesta dada por el gobierno español se han convertido, a día de hoy, en una situación incómoda que pone en un compromiso a la Unión Europea como garante de la democracia. (González Bondia, A; 2014) La edad en que los jóvenes pueden decidir, dar su consentimiento o ser responsables penalmente, no depende de su grado de madurez sino de una decisión política. (Giménez-Salinas, E; 2014) La unidad de mercado no existe como principio jurídico. Se trata de una coartada ideológica urdida por algunos poderes económicos con la connivencia del Estado y la bendición (parcial) del TC. (Font, A; 2014) Una gran parte de los catalanes manifiestan abiertamente su desapego. Así es: no quieren ser españoles porque no se tienen sentimentalmente por tales; no sienten ni comprenden el proyecto español como proyecto propio (Queralt, JJ; 2014)

### OLLER SALA, MARIA DOLORS

#### Sistema político mundial

In *Pensamiento social cristiano abierto al siglo XXI*

Sols Lucía, J. (ed.)

Santander: Sal Terrae, 01/2014

p. 299-369

Presencia Social; no. 38



El proceso de globalización ha provocado grandes transformaciones en la economía, la política y la cultura, afectando al individuo y a la sociedad. La soberanía en sentido clásico ha dejado de existir y nos encontramos ante una profunda crisis del concepto de Estado nación tradicional. El nuevo sistema político mundial que emerge tiende a configurarse a partir de cuatro niveles que interaccionan entre sí, mediante interrelaciones entre niveles y en el interior de cada nivel. Estos niveles son: 1/ lo local, 2/ lo nacional-estatal, 3/ lo regional, y 4/ lo global, en cada uno de los cuales se plantean problemas de gobierno y de gobernabilidad. Se habla hoy de gobernabilidad (Governability) y Gobernanza (Governance). El mensaje cristiano ofrece una visión universal de la vida de los hombres y de los pueblos, que favorece la comprensión de la unidad de la familia humana. Caritas in veritate (CV), como encíclica de la globalización, aborda el tema de la necesidad de una Autoridad Pública de alcance mundial, único camino para lograr el bien común universal.

### RAMIS PUJOL, JUAN

#### Las singladuras del Archiduque Luis Salvador bajo la lupa del Proyecto NIXE III. Una aproximación práctica a su experiencia mediterránea.

In *Jo, l'Arxiduc. El desig d'anar més lluny*

Riera, C.

Institut d'Estudis Baleàrics (IEB), 02/2015

p. 270-293



El proyecto NIXE III nació en el año 2010 con la intención de replicar las diferentes rutas del Archiduque en el mediterráneo, que corresponden con los libros que publicó a lo largo de finales del siglo XIX y principios del siglo XX. Después de cinco temporadas el equipo del proyecto NIXE III ha replicado las rutas correspondientes a 21 destinos en Italia, Croacia, Túnez, Argelia, Grecia y España. Se trata de una gran experiencia de aprendizaje siguiendo precisamente los pasos del Archiduque Luis Salvador. La pregunta principal que guía la investigación del proyecto NIXE III es la siguiente: ¿Cómo ha cambiado el mediterráneo 100 años después de que lo estudiara el Archiduque?

### VILA FERNÁNDEZ-SANTACRUZ, MAR

#### Cuando los managers son los protagonistas. Caso Casa Camper

In *Soul Marketing. Porque el directivo,*

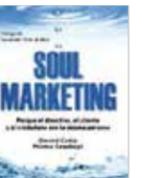
*el cliente y el ciudadano son la misma persona*

Costa Guix, G. & Casabayó Bonás, M. (eds.)

Barcelona: Profit Editorial, 10/2014

p. 63-72

Bresca



Las empresas muestran una predisposición a integrar en su actividad empresarial la dimensión social, surgida de los propios managers. A través de varios ejemplos reales podemos observar cuáles son los mecanismos utilizados para ello. En el capítulo identificamos las principales tendencias actuales, los principales problemas con que se encuentran las empresas y nuestra visión de cómo será en el futuro.

# Papers presented in congresses

**ALEMANY GIL, MARÍA LUISA**  
**VILLANUEVA AGUILA, JAUME**

**Early-stage investors' criteria and new venture financial performance: Are they related?**

EFMA 2015 Annual Conference

European Financial Management Association (EFMA)

Amsterdam (Netherlands), 24/06/2015 - 27/06/2015

In this study, we examine whether there is a relationship between the three key espoused criteria that early-stage investors use for evaluating new venture opportunities (the entrepreneurial team, the market potential and the product/service) and subsequent new venture performance. We test this with a sample of 55 new ventures that were evaluated by a group of angel investors during 2010-11, as they entered the business angel network evaluation process, and public financial information about these ventures that was collected in 2014. Our results suggest that investors' most common criteria for picking new venture opportunities, with the exception of founder team assessments, are not very predictive of future venture performance. Our study contributes to the long-standing debate on what are the critical dimensions that investors should pay attention to when evaluating opportunities and, more generally, to the under-researched topic of what drives early-stage investment performance, at least at the pre-investment and deal evaluation stages.

**ALMIRALL, ESTEVE**

**Researching open innovation: theoretical and empirical approaches at different levels of analysis**

75th Annual Meeting of the Academy of Management

Academy of Management (AOM)

Vancouver (Canada), 07/08/2015

PDW on the new developments on Open Innovation. The contribution was a discussion on the state of Open Innovation in the Public Sector and the forthcoming developments. Open Innovation in the Public Sector is characterized by a mix of incentives that go beyond the capturing of monetary value. This mix results in a multiplicity of organizations encompassing for-profit and non-for-profit ones together with activist. Also the focal organization situates its governance between enabling and direct styles of control resulting in ecosystems quite different from the ones that we encounter in the private sector.

**ALMIRALL, ESTEVE**

**Opening governance with a public intent: studying opening governance at multiple scales**

75th Annual Meeting of the Academy of Management

Academy of Management (AOM)

Vancouver (Canada), 09/08/2015

Smart Cities have been for some years the most salient examples of the implementation of Open Innovation in the Public Sector, particularly in areas such as Open Data. However, even if a lot of effort and energy has been devoted to open innovation in cities, results didn't keep up with the expectations. Reasons why vary from internal difficulties to lack of standardization and a small market to the limitations of the political intent

behind them. The contribution identifies two different stages of Open Innovation in cities, the first one characterized by high expectations and a top down governance and a second period where cities seek the active involvement of communities and developers.

**ALMIRALL, ESTEVE**  
**BRUNSWICKER, SABINE**

**Transparency design and generative governance of innovation in digital ecosystems**

3rd Annual Research Symposium on Complexity and IT

Montpellier Business School

Montpellier (France), 06/07/2015 - 07/07/2015

A key problem of governance of innovation in digital platform-based ecosystems relates to evolvability. Due to abundance of data about the complementary innovators' behavior and new analytics technologies, ecosystem orchestrators are afforded to govern innovation in a more indirect manner. They are enabled to collect, analyze, and publish market-related information within the ecosystem, and thus, to shape the actors' innovation activities through visibility of this information. In this paper, we introduce transparency as an important generative governance mechanism for innovation in digital ecosystems and argue that it creates an innate capability for the ecosystem to evolve. We frame digital ecosystems as complex adaptive systems, in which individual ecosystem actors autonomously innovate, and advise the NK fitness landscape to develop a new computational model that explains how transparency enables ecosystem to evolve towards a higher performance through two paradoxical innovation strategies, namely path-enhancement and path-creation. In our model we include three core principles: (1) The complexity of digital innovation 2) the individual-level path-creation, and (3) the accuracy and dynamics of performance transparency in order to 'trigger' path-creation through reference values. Through large-scale computational experiments we furnish novel theoretical and counterintuitive results. We found that transparency is a critical self-regulatory mechanism for the ecosystem's capability to evolve and is influenced by transparency design. A higher accuracy of the reference value positively triggers the adaptation of the ecosystem towards a higher performance level and is positively moderated by the level of individual path-creation. However, a dynamic generation and dissemination of reference values has its limits, in particular, if innovation decisions are complex. Surprisingly, there is a transition point at which the positive effect of dynamic and accurate performance transparency turns into a negative effect through negative reinforcement of path-creation and agility. Our analysis leads to new testable propositions about the complex causal pathways by which platform capabilities and transparency design affect evolvability of digital ecosystems, and has implications for ecosystem sustainability.

### AMORÓS ESPINOSA, ERNESTO

#### Contexto regional del emprendimiento: lecciones de España y Chile

Amorós Espinosa, E.; Poblete, C.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

Amorós, Felzensztein & Gimmon (2013) hemos aplicado una de las metodologías del Global Entrepreneurship Monitor, la Encuesta Nacional de Expertos, a una muestra de 1899 informantes clave. Usando estadística no paramétrica se comparan las diferencias entre regiones periféricas y la central. Los principales resultados indican que los expertos localizados en la periferia en España consideran que sus regiones, están en una mejor posición respecto a zonas centrales. Por otro lado, los resultados indican que los expertos periféricos en Chile detectan más áreas de oportunidad en sus regiones, principalmente en los mecanismos de financiamiento e infraestructura.

### AMORÓS ESPINOSA, ERNESTO

#### Entrepreneurship and well-being: A cross-country analysis

Amorós Espinosa, E.; Cristi, O.; Naude, W.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

Are entrepreneurs “happier” than employees? Is personal well-being a driver to be an entrepreneur? In this paper we explore the relationship between entrepreneurship and subjective well-being at individual level. We put emphasis on the direction of causality between both variables. Data comes from a study introduced in the Global Entrepreneurship Monitor, GEM's adult population survey, APS in 2013 that included for first time subjective well-being measures in a large international sample of entrepreneurs. We have data of 244,000 individuals from 70 different countries. Using a double probit sample selection estimator our results suggest that in average entrepreneurs as well as in specific type of nascent entrepreneurs have more subjective well-being than those that are not involve in business of their own. Likewise, subjective well-being affect the likelihood of becoming an entrepreneur. This effect is lower in nascent entrepreneurs motivated by necessity. Discussion about non-economic measures and well-being is included.

### AMORÓS ESPINOSA, ERNESTO

#### En la etapa del proceso de creación de una iniciativa empresarial, ¿qué tan iguales son los emprendedores?

Amorós Espinosa, E.; Mancilla, C.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

Los emprendedores nacientes, son aquellos individuos que están en proceso de crear una empresa. Estos emprendedores son considerados como elementos importantes dentro de las tasas de emprendimiento de los países. Si bien los emprendedores nacientes han superado la etapa de la concepción e idea del negocio, y son los individuos que más pronto estarán en condiciones de comenzar a operar un negocio, en la práctica no todos ellos llegan efectivamente a materializar su idea. Utilizando la encuesta del Global Entrepreneurship Monitor para Chile, y aplicando pruebas no paramétricas, y un modelo logit, se utilizaron determinantes clásicos del emprendimiento para identificar posibles diferencias entre los grupos. Los resultados indican que efectivamente hay diferencias entre emprendedores nacientes, y aquellos emprendedores que recientemente comenzaron a operar sus negocios.

### ARAYA CASTILLO, LUIS ANDRÉS

#### Grupos estratégicos del mercado de pensiones y su relación con el desempeño: el caso de Chile

Araya Castillo, L.A.; Almasia, R.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

El modelo de pensiones de Chile es un referente a nivel internacional. El sistema busca que las administradoras de los fondos de pensiones (AFP) no tengan poder de mercado, y que puedan competir a través de cobrar menores comisiones, lograr mayor rentabilidad en los fondos y ofrecer un mejor servicio. Considerando estas características, se hace presente la necesidad de analizar el mercado de pensiones con la teoría de los grupos estratégicos. Bajo esta perspectiva, se entiende que el desempeño de las AFP se encuentra determinado por las características de la industria y por sus recursos y capacidades. Se concluye que las dimensiones estratégicas que determinan el comportamiento competitivo de las AFP son las de ámbito, servicio y publicidad. Las AFP que operan en el mercado de pensiones se agrupan en 4 conglomerados. Finalmente, se concluye que las decisiones estratégicas en las dimensiones de ámbito y publicidad no tienen impacto en el resultado, pero que el despliegue de recursos en servicio se relaciona en forma positiva con la utilidad del ejercicio.

### ARAYA CASTILLO, LUIS ANDRÉS

#### Calidad de servicio en escuelas de negocios: propuesta de modelo

Araya Castillo, L.A.; Bernardo, M.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

Las Escuelas de Negocios se enfrentan a elevados niveles de competencia. En este escenario, los directivos de las Escuelas de Negocios deben medir la percepción sobre la calidad del servicio ofrecido en sus principales clientes, a saber los estudiantes. Los directivos deben usar instrumentos de medición que consideren las características propias de las Escuelas de Negocios. No obstante, las escalas propuestas en la literatura se enfocan en las universidades en su conjunto. Dado esto, se propone el modelo “Calidad de Servicio en Escuelas de Negocios (BSSQ)”, el cual cumple con los requisitos de la validez de contenido y, se compone de las siguientes dimensiones: a) competencias profesores; b) actitud y comportamiento profesores; c) competencias personal administrativo; d) actitud y comportamiento personal administrativo; e) servicios administrativos; f) plan de estudios; g) organización de los cursos; h) apoyo institución; i) servicios on-line.

### AZNAR ALARCÓN, JUAN PEDRO

#### SAYERAS MASPERA, JOSEP

#### Hotels' financial and economic performance in Spanish beach tourist destinations

11th Annual International Conference on Tourism

Athens Institute for Education and Research (ATINER)

Athens (Greece), 08/06/2015 - 09/06/2015

Spain is the third country in the world in terms of international tourist arrivals, the tourism sector has an important contribution to GDP and in the aftermath of the 2008 financial crisis it has been one of the few sectors capable of creating employment. A greater number of tourists concentrate in sun and beach destinations and most of them decide to stay in hotels. The hotel sector has suffered significant changes in terms of number of companies but also in the hotel sector industry, with higher rate growths in four and five star hotels This paper analyzes the differences on financial structure, size and profitability of hotels located in three different main areas of the Spanish Coast, Costa Brava, Costa Dorada and Costa del Sol. The study focuses on the analysis of the financial statements of a sample of almost a hundred hotels, finding the key differences in hotels performance in these three relevant clusters of lodging industry. The period of time considered in the analysis of the financial statements is 2008-2013, the selection of this period allows to examine the dynamics of hotel companies performance in an especially difficult period for the Spanish economy.

### AZNAR ALARCÓN, JUAN PEDRO

#### Impacto de la calidad del servicio en la competitividad y la rentabilidad: el sector hotelero en la Costa Catalana

VI Congrés Català de Comptabilitat i Direcció

ACCID

Barcelona, 28/05/2015 - 29/05/2015

El objetivo de esta investigación es analizar la relación entre percepción de calidad por parte de los clientes de los establecimientos hoteleros y los resultados económico-financieros de los hoteles. Se trata de determinar si la percepción de mayor calidad por parte de los usuarios se traduce en mejores resultados empresariales. Diseño/ metodología/enfoque: El estudio empírico realizado se centra en una muestra de 88 hoteles de las dos zonas costeras más importantes de Cataluña, Costa Brava y Costa Daurada. Las variables para la determinación de la percepción de la calidad provienen de las valoraciones expresadas en TRIPADVISOR. La información económico-financiera se obtiene del análisis de las cuentas anuales para los ejercicios 2010-2012. La existencia de una relación entre las variables mencionadas se ha estudiado a través de ecuaciones estructurales. De acuerdo con los resultados del análisis estadístico, no existe una relación significativa entre percepción de calidad por parte de los usuarios y resultados económicos financieros. Los resultados obtenidos son coherentes con otros estudios previos publicados y pueden apuntarse como posibles causas el sesgo en las respuestas de los internautas o la no existencia de motivaciones internas en la implementación de sistemas de calidad. Como posible limitación cabría apuntar el tamaño de la muestra. Si bien el estudio empírico se centra en una zona bien delimitada de la costa española con un peso muy relevante en el PIB turístico total de España. Los trabajos académicos realizados hasta la fecha analizaban la calidad hotelera en función de la existencia de un certificado externo de calidad. Este estudio utiliza como medida de calidad las valoraciones expresadas directamente por los clientes en páginas web especializadas, un canal de información que reviste una importancia creciente debido al cada vez mayor uso de las redes sociales y webs especializadas como fuente de información.

### BAKICI, TUBA

#### ALMIRALL, ESTEVE

#### WAREHAM, JONATHAN DOUGLAS

#### Innovation platforms: Intentions for participation

75th Annual Meeting of the Academy of Management

Academy of Management (AOM)

Vancouver (Canada), 10/08/2015

The proliferation of internet-based innovation communities such as crowdsourcing and innovation intermediary platforms -i.e. InnoCentive, Yet2.com, NineSigma- that link companies and individuals to facilitate open innovation have recently gained a significant attention of the academics and practitioners. Especially, this has only accelerated once U.S. Government launched its Challenge.gov project and followed by many others like AmsterdamOpent.nl, etc., to explore innovative ideas for product and service innovation and solutions to resolve public problems. Among the multiple functions that those communities perform, idea generation is overshadowed. This paper addresses this gap using data collected from 335 idea generation projects that vary based on topic,

reward size, duration, etc. Thus, the aim of this paper is first to analyze how the process of idea generation has unfolded within time, explore patterns and thereby the identification and analysis of the main factors for the success of idea generation projects necessary to implement product and service innovations. The initial results suggest that in all conditions, the pattern of idea generation follows three stages: first movers phase, criticism phase, and last-ditch phase. Furthermore, we monitored an evaluation in the pattern as time passed and community matured. The empirical data analysis presented that rewards, project topics, and psychological distance of companies has a significant impact on the success of idea generation projects. These factors can be used to alter the projects by the intermediary to enhance success.

#### **BAYONA FONT, ANNA**

##### **The value of information with an endogenous public signal**

30th Annual Congress of the European Economic Association  
European Economic Association  
Mannheim (Germany), 24/08/2015 - 27/08/2015

I analyse the equilibrium and welfare properties of an economy characterised by uncertainty and payoff externalities in a general model which nests several applications. Agents receive a private signal and an endogenous public signal, which is a noisy aggregate of individual actions. I analyse how endogenous public information, which causes an information externality, combines with payoff externalities in order to disentangle their joint effect on the agents' use of signals. I find that agents underweight private information in a larger payoff parameter region compared to when public information is exogenous. Furthermore, with endogenous public information I find that the sign of the social value of private information may be overturned and that it is empirically more plausible that increasing the precision of the noise in the public signal decreases welfare in certain applications, such as in the beauty contest, thus contributing to the transparency debate.

#### **BAYONA FONT, ANNA**

##### **Supply function competition, market power and the generalised winner's curse: A laboratory study**

Bayona, A.; Brandts, J.; Vives, X.  
11th World Congress of the Econometric Society  
Econometric Society  
Montréal, Canada, 17/08/2015 - 21/08/2015

We design an experiment to understand whether informational frictions can lead to market power, in a context of supply function competition with private information. The Bayesian Nash equilibrium predicts that positively correlated costs lead to steeper supply functions and less competitive market outcomes than when costs are uncorrelated. We find evidence of those testable predictions which are common in both treatments, and we also confirm that behaviour in the uncorrelated costs treatment is close to the theoretical prediction. Furthermore, our data shows that differences in behaviour and outcomes between treatments are substantially smaller than the theoretical model predicts, thus showing that the generalised winner's curse is a prevalent phenomenon in the positively correlated costs treatment. We fit a level-k model of strategic thinking in order

to understand the heterogeneity in initial choices. Our analysis shows that most subjects in the positively correlated costs treatment do less than three iterations of best responses. A dynamic analysis shows that belief learning models provide a good fit to choices of the uncorrelated costs treatment, while imitation type models are good descriptors of the behaviour in the positively correlated costs treatments.

#### **BAYONA FONT, ANNA**

##### **Supply function competition, market power and the generalised winner's curse: A laboratory study**

8th Maastricht Behavioral and Experimental Economics Symposium (M-BEES 2015)  
Maastricht University  
Maastricht (Netherlands), 08/06/2015

We design an experiment to understand whether informational frictions can lead to market power, in a context of supply function competition with private information. The Bayesian Nash equilibrium predicts that positively correlated costs lead to steeper supply functions and less competitive market outcomes than when costs are uncorrelated. We find evidence of those testable predictions which are common in both treatments, and we also confirm that behaviour in the uncorrelated costs treatment is close to the theoretical prediction. Furthermore, our data shows that differences in behaviour and outcomes between treatments are substantially smaller than the theoretical model predicts, thus showing that the generalised winner's curse is a prevalent phenomenon in the positively correlated costs treatment. We fit a level-k model of strategic thinking in order to understand the heterogeneity in initial choices. Our analysis shows that most subjects in the positively correlated costs treatment do less than three iterations of best responses. A dynamic analysis shows that belief learning models provide a good fit to choices of the uncorrelated costs treatment, while imitation type models are good descriptors of the behaviour in the positively correlated costs treatments.

#### **BAYONA FONT, ANNA**

##### **Supply function competition, market power and the generalised winner's curse: A laboratory study**

III London Experimental Workshop 2015  
Royal Holloway University  
Egham (United Kingdom), 01/06/2015 - 03/06/2015

We design an experiment to understand whether informational frictions can lead to market power, in a context of supply function competition with private information. The Bayesian Nash equilibrium predicts that positively correlated costs lead to steeper supply functions and less competitive market outcomes than when costs are uncorrelated. We find evidence of those testable predictions which are common in both treatments, and we also confirm that behaviour in the uncorrelated costs treatment is close to the theoretical prediction. Furthermore, our data shows that differences in behaviour and outcomes between treatments are substantially smaller than the theoretical model predicts, thus showing that the generalised winner's curse is a prevalent phenomenon in the positively correlated costs treatment. We fit a level-k model of strategic thinking in order to understand the heterogeneity in initial choices. Our analysis shows

that most subjects in the positively correlated costs treatment do less than three iterations of best responses. A dynamic analysis shows that belief learning models provide a good fit to choices of the uncorrelated costs treatment, while imitation type models are good descriptors of the behaviour in the positively correlated costs treatments.

#### **BAYONA FONT, ANNA**

##### **Supply function competition, market power and the neglect of the information content of prices: A laboratory study**

15th SAET Conference on Current Trends in Economics  
Society for the Advancement of Economic Theory (SAET)  
Cambridge (United Kingdom), 27/07/2015 - 31/07/2015

We design an experiment to understand whether informational frictions can lead to market power, in a context of supply function competition with private information. The Bayesian Nash equilibrium predicts that positively correlated costs lead to steeper supply functions and less competitive market outcomes than when costs are uncorrelated. We find evidence of those testable predictions which are common in both treatments, and we also confirm that behaviour in the uncorrelated costs treatment is close to the theoretical prediction. Furthermore, our data shows that differences in behaviour and outcomes between treatments are substantially smaller than the theoretical model predicts, thus showing that the generalised

winner's curse is a prevalent phenomenon in the positively correlated costs treatment. We fit a level-k model of strategic thinking in order to understand the heterogeneity in initial choices. Our analysis shows that most subjects in the positively correlated costs treatment do less than three iterations of best responses. A dynamic analysis shows that belief learning models provide a good fit to choices of the uncorrelated costs treatment, while imitation type models are good descriptors of the behaviour in the positively correlated costs treatments.

#### **BAYONA FONT, ANNA**

##### **Experimental behaviour in supply function competition with private information**

Bayona Font, A.; Brandts, J.; Vives, X.  
Alhambra Experimental Workshop (9th AEW)  
Universitat Pompeu Fabra (UPF); Barcelona Graduate School of Economics  
Barcelona, 16/10/2014 - 17/10/2014

We design an experiment which tests whether market power is information-based, in a market where bidders compete in supply functions and face a random cost shock. When costs are positively correlated, the model of Vives (2011) predicts that the equilibrium supply function will be steeper and market outcomes will be less competitive than when costs are uncorrelated. Our experimental results

#### **ANNACHIARA LONGONI**

Assistant Professor, Department of Operations, Innovation and Data Sciences

Research Interests in Operations strategies, Triple bottom line and sustainable operations, Organizational paradigms in manufacturing and Business process management

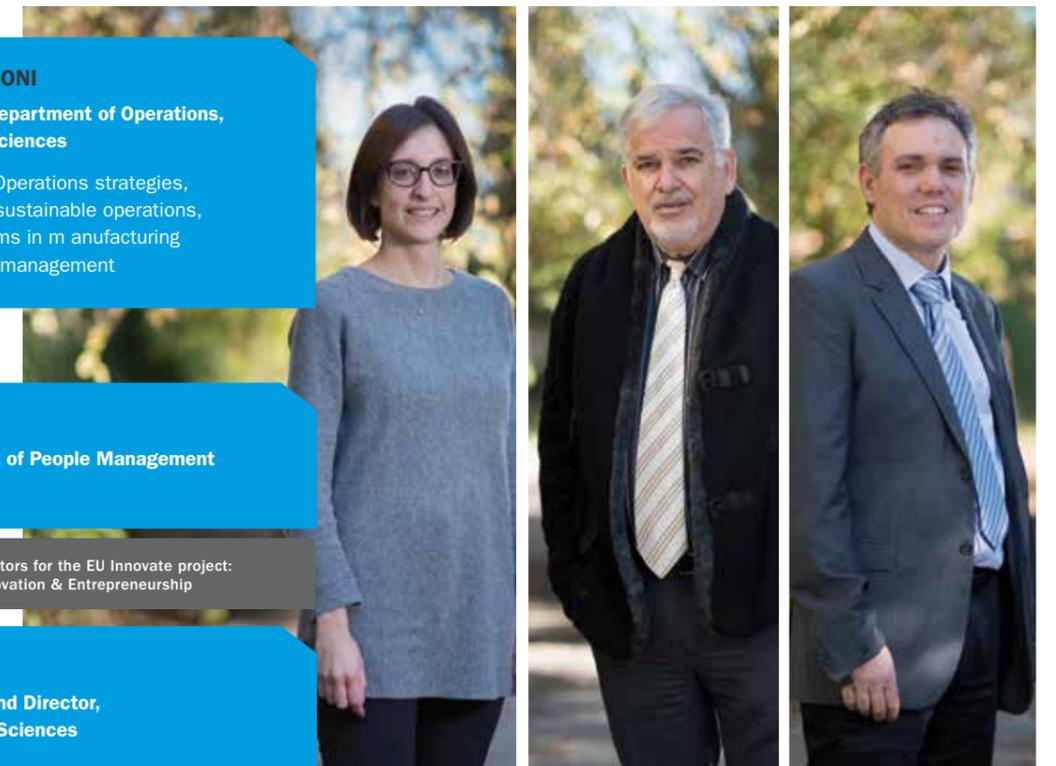
#### **SIMON DOLAN**

Professor, Department of People Management and Organisation

ESADE Principal Investigators for the EU Innovate project: End User Integration, Innovation & Entrepreneurship

#### **DANIEL ARENAS**

Associate Professor and Director, Department of Social Sciences



confirm some of the theoretical predictions. We find evidence that behavior in the uncorrelated values treatment is close to the theoretical prediction. Furthermore, our data shows that subjects in the positively correlated values treatment submit steeper supply functions than those in the uncorrelated values treatment. However, the difference is smaller than the theoretical model predicts. In the positively correlated values treatment, the average supply function is flatter and has a higher intercept than predicted by the theoretical model. We explain these findings by conjecturing that some subjects in the positively correlated values treatment do not take the correlation into account, and bid as if costs were uncorrelated. This result is consistent with the winner's curse. We then provide a tentative behavioral explanation of our results. The level-k model of strategic thinking and best response analysis can explain why the experimental data of the positively correlated values treatment differs from the theoretical predictions, and why slopes in the positively correlated values treatment do not evolve over time towards the equilibrium value.

#### **BAYONA FONT, ANNA**

##### **The value of information with an endogenous public signal**

UECE Lisbon Meetings 2014

Instituto Superior de Economia e Gestao (ISEG)

Lisbon (Portugal), 06/11/2014 – 08/11/2014

I analyse equilibrium and welfare properties of an economy where agents have access to private information and to an endogenous public signal, which is a noisy aggregate of individual actions. I characterise how the interaction of payoff and information externalities impinges on the use of signals by agents. The endogenous public signal causes an information externality, which makes agents underweight private information in a larger payoff parameter region compared to exogenous public information. Therefore, it is empirically more plausible that providing more public information decreases welfare in beauty contests. I find that previous results regarding the social value of private information may be overturned if the public signal is endogenous. Another finding is that the inefficiencies of the equilibrium allocation can be corrected by a state contingent optimal policy which should react less to the aggregate action when compared to exogenous public information. The model is general and nests several applications in the literature.

#### **BONACHE PÉREZ, JAIME ALFONSO**

##### **Selecting expatriates for exploration and exploitation assignments. A theoretical analysis**

Annual 15th EURAM Conference

European Academy of Management (EURAM)

Warsaw (Poland), 17/06/2015 - 20/06/2015

It has been widely acknowledged that knowledge is one of MNCs' most important resources, and that expatriates move some of this knowledge. Nevertheless, research on IHRM and expatriate management largely ignored this important notion. To fill this gap, in this conceptual paper we approach IHRM from a knowledge management and organizational learning perspective. Applying the concept of double-loop learning (Argyris, 1992), we focus on assignment objectives, which we distinguish

according to the well-established conception of exploration versus exploitation. Based on this theoretically grounded framework, we demonstrate, in a second step, the benefit of crossing the two literatures and deduct concrete hypotheses for the selection of expatriates. Thereby, we do not only contribute to IHRM theory development and a more unified perspective, but also to explaining some of the incoherent findings in the literature as well as present practical implications.

#### **CAPAPE AGUILAR, JAVIER**

##### **AGUILERA VAQUÉS, RUTH**

##### **SANTISO GUIMARAS, JAVIER**

##### **Sovereign wealth funds: The perfect strangers**

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

In this article, we seek to explain the much unknown Sovereign Wealth Funds (SWF) which managers, competing institutional investors, directors and even CEOs from global companies hold a blurred image of SWFs strategies. Media has characterized SWFs as both barbarians at the gate and as white knights of capitalism. To bring some clarity, first we show the large heterogeneity in the SWFs industry in terms of age, size, geographical location, funding source, policy purpose, governance traits, and investment strategies. Second, we frame the SWFs phenomena within the more ample field of state capitalism, in that SWFs appear as a new way for governments to intervene in the economy. We then summarize the main research on the SWFs from different disciplinary perspectives including finance, strategy, political economy, economics, international law, and organizational theory. We draw an innovative list of managerial and policy implications from these research findings. We conclude suggesting fruitful avenues for management researchers willing to know more about these 'perfect strangers' in the context of state capitalism.

#### **CARPI MARTÍN, REBECA**

##### **Patrón legal de diligencia y responsabilidad civil de los tasadores de inmuebles**

II Congreso Nacional Presente y Futuro del Mercado Hipotecario

Universidad de Granada

Granada, 08/04/2015 - 10/04/2015

La propuesta de esta comunicación es revisar el marco legal y la corrección de la actividad de los profesionales de la tasación en el ámbito hipotecario, desde el nacimiento del actual mercado hipotecario hasta las reformas tras la crisis. Es uno de los aspectos menos tratados dentro del reajuste de todo el sistema crediticio hipotecario. Un repaso a la evolución normativa del modelo de valoración evidencia que los riesgos del sistema, materializados ahora en perversiones, podían localizarse sutilmente desperdigados por las normas que se han sucedido desde que la Ley del Mercado Hipotecario de 1981 impusiera la obligación de tasar los inmuebles que sirviesen de garantía hipotecaria en créditos movilizados como títulos valor en el mercado secundario.

Previsiones legales como la relativa a la diferencia entre los conceptos de valor de mercado y valor hipotecario, establecida pero ignorada ya en el año 2003, o la inclusión entre los principios que deben regir la actividad

de tasación de la diligencia de un buen profesional y la prudencia valorativa, de cumplimiento cuestionable dada la evolución posterior del valor de los inmuebles tasados y las dinámicas de funcionamiento que se asentaron y bendijeron en este sector, hacen visible que el sistema de tasaciones no solo tenía deficiencias de configuración. También, y eso es lo que en esta reflexión merece más atención, que las entidades de tasación y especialmente los profesionales que han desempeñado dentro de las mismas tal actividad pudieron incumplir las normas que regían su actividad al haber podido prever, dados los indicios, que eludían el patrón de diligencia que les era exigible y que podrían por tanto, sin perjuicio de su posible responsabilidad administrativa, incurrir en responsabilidad civil, contractual o extracontractual, derivada del incumplimiento de sus obligaciones que se deriva de la previsión general del Código Civil.

#### **CHEKANOV, ALEXANDER**

##### **RODÓN MÒDOL, JOAN**

##### **How innovation platforms emerge:**

##### **The unity video game engine platform**

Chekanov, A.; Khomich, S.; Rodón Mòdol, J.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

With the increase of investments in innovation and R&D activities companies face the question of how to effectively conduct innovation. The development of new technological platforms allows companies to create value through new forms of collaboration (Swink, 2006), creating innovation platforms with large communities and increasingly growing networks of users, providers and end-consumers. Although, the concepts of innovation and digital platforms gains increasing attention from the scholars and practitioners, the question of how does these innovation platforms emerge still remains unanswered (Tilson et al., 2010). We build on the literature of platform architecture design and platform-based ecosystems (Hanseth & Lyytinen, 2010; Tiwana et al. 2010; Tiwana, 2014) to shed light on the mechanisms and dynamics of platform emergence. To articulate our research we conducted an exploratory case study (Yin, 2009; Seawright et al., 2008; Langley, 1999; Romano, 2003), analyzing the creation of the Unity video game engine platform. With the results of our analysis we contribute to the literature on platform architecture design and platform-based ecosystems by providing a deeper understanding of platform dynamics during the platform emergence phase identifying first the different stages of this process and second, identifying how the roles of the different actors change.

#### **COSTA GUIX, GERARD**

##### **CASABAYÓ BONÁS, MÒNICA**

##### **VILA FERNÁNDEZ-SANTACRUZ, MAR**

##### **Exploration of the interaction between spirituality and market orientation: Causes and effects on managers**

Spirituality and Creativity in Management World Congress

ESADE – Universitat Ramon Llull

Barcelona, 23/04/2015 - 25/04/2015

Spirituality in the workplace is an emerging concept, which has generated definitions such as 'the spiritually-based firm' (Wagner-Marsh & Conley 1999). The novel nature of this concept, together with the lack of widely-accepted definitions, leads to calls for further research in this field. One of the recent lines of research is the intersection between spirituality and marketing philosophy, with recommendations for exploring whether managers who follow a societal marketing orientation are also inspired by the spiritual paradigm (Vasconcelos 2011) to explore the contribution societal marketing makes to job satisfaction and personal meaning at work (Tang et al. 2011). The research question posed by this paper is how hotel managers in Spain perceive and manage the interrelationship between spirituality at work and a societal marketing orientation. This paper explores the different concepts involved by considering three issues: (1) the use and acceptance of spirituality in work; (2) the relationship between spirituality and corporate guidelines; (3) the relationship between spirituality and societal marketing strategies. The study contributes twenty-four empirical cases to reveal what managers think the causes and effects of this interrelationship are. The main research contribution is an initial framework of three fields that are considered as priorities for managing the interrelationship between spirituality and marketing.

#### **CUNEO ZUÑIGA, ANDRÉS RICARDO**

##### **Consumer engagement with firms through social media: A comparative study**

Bianchi, C.; Cuneo Zuñiga, A.; Andrews, L.

AIB 2015 Annual Meeting

Academy of International Business (AIB)

Bengaluru (India), 27/06/2015 - 30/06/2015

Social media has reached global proportions, yet little is known about consumer's engagement with firms through these technologies in different countries. This research addresses this limitation and examines Chilean and Spanish consumers' intentions to engage in social media platforms drawing on the theory of reasoned action as a theoretical model. Specifically, this study develops and tests a model of customer engagement with social media, specifically Facebook brand pages. The findings provide an understanding of the main drivers of social media engagement for consumers in two different countries.

**DOLAN, SIMON****Coaching by values and leadership**

Symposium on Ethics and Social Responsibility Research  
University of Extremadura  
Badajoz, 28/05/2015

In this conference Prof. Simon Dolan presented a model of Coaching by Values (CBV) as an important philosophical and practical framework for leaders enabling systemic culture reengineering in today's chaotic business and economic environment. The conference was about how to detect, organize and understand our core values and align them with our personal, work and life goals.

**DOLAN, SIMON****Nuevos retos en la gestión de personas.****La gestión por valores**

XXIII Congreso Nacional EBEN España  
European Busienss Ethics Networks (EBEN) España  
Sevilla, 11/06/2015 - 12/06/2015

La Dirección de Personas y Gestión Ética de las Empresas sistematiza las prácticas que se están produciendo en importantes organizaciones internacionales con el fin de simplificar, orientar y comprometer la conducta humana y ética en la empresa.

Los valores se transforman en la herramienta de liderazgo estratégico principal en la empresa y en las organizaciones del presente y del futuro.

**DOLAN, SIMON****Developing cross cultural competence in leaders & managers: Reflect, communicate & adapt**

Dolan, S.; Kawamura , K. M.  
75th Annual Meeting of the Academy of Management  
Academy of Management (AOM)  
Vancouver (Canada), 07/08/2015 - 11/08/2015

How to help organizations and people develop cross cultural skills and global competence? In many enterprises, managers are not learning from their environment and they are not adapting to the extraneous pressures of globalisation. In this conference, Dolan and Kawamura explained why individuals, organizations and institutions need to develop global competence, and proposed a 'Cross Cultural Competence Model for those who want to better understand the complexity of working and living in a cross cultural world or who want to improve their capabilities in cross cultural management to develop global competence in people and organizations.

**DOLAN, SIMON****CAPELL COHEN, BEN AMI****TZAFRIR, SHAY****Trusting whom? Patterns in the disclosure of sensitive personal information at work**

31st EGOS Colloquium  
European Group for Organizational Studies (EGOS)  
Athens (Greece), 02/07/2015 - 04/07/2015

This conference presents a framework for examining the multiple linkages between employees' trust in their organization hierarchies and the disclosure decision. Trust is proposed to be embedded in work and non-work context both in terms of the legal framework and the HR policies and practices. The presentation included recommendations that can help promote diversity management efforts and ultimately contribute to employees' wellbeing and to positive organizational outcomes.

**DUMITRESCU, ARIADNA****Corporate governance and transparency**

14th EBES Conference  
Eurasia Business and Economics Society (EBES)  
Barcelona, 23/10/2014 – 25/10/2014

In this paper I analyze how corporate governance affects the performance of financial markets. I model the interaction between a firm's manager and its shareholders, and highlight the role played by the dividend report in information revelation and information transmission. My model shows that corporate governance mechanisms such as investor protection laws and ownership dispersion affect the market liquidity of the firm's stock. Thus, high monitoring costs and low ownership concentration increase market liquidity. Moreover, the effect of governance provisions that are aimed at improving financial transparency depends on the other corporate governance characteristics of the firm. Hence, disclosure of information by management associated with poor governance mechanisms may lead to an increase in the uncertainty about the liquidation value of the firm and therefore to a decrease in market liquidity.

**DUMITRESCU, ARIADNA****Disclosure of Corporate Tax Reports, Tax Enforcement, and Insider Trading**

Caballe Vilella, J.; Dumitrescu, A.  
16th Annual Conference of Public Economic Theory Association  
Conference (PET 15)  
Public Economic Theory Association  
Luxembourg (Luxembourg), 01/07/2015 - 04/07/2015

In this paper, we analyze the effects of disclosing corporate tax reports on the performance of financial markets and the use of prices by the tax enforcement agency in order to infer the true corporate cash flows. We model the interaction between a firm and the tax auditing agency, and highlight the role played by the tax report as a public signal used by the market dealer and the role of prices as a signal used by the tax authority. We discuss the determinants of both the reporting strategy of the firm and the auditing policy of the tax authority. Our model suggests

that, despite disclosure of the tax reports being beneficial for market performance (as the spreads and trading costs are smaller than under no disclosure), the tax agency might have incentives to not disclose the tax report when its objective is to maximize expected net tax collection.

**DUMITRESCU, ARIADNA****Disclosure of Corporate Tax Reports, Tax Enforcement, and Insider Trading**

Caballe Vilella, J.; Dumitrescu, A.  
4th Shadow Conference  
Tax Administration Research Centre (TARC), University of Exeter  
Business School  
Exeter (United Kingdom), 23/07/2015 - 25/07/2015

In this paper, we analyze the effects of disclosing corporate tax reports on the performance of financial markets and the use of prices by the tax enforcement agency in order to infer the true corporate cash flows. We model the interaction between a firm and the tax auditing agency, and highlight the role played by the tax report as a public signal used by the market dealer and the role of prices as a signal used by the tax authority. We discuss the determinants of both the reporting strategy of the firm and the auditing policy of the tax authority. Our model suggests that, despite disclosure of the tax reports being beneficial for market performance (as the spreads and trading costs are smaller than under no disclosure), the tax agency might have incentives to not disclose the tax report when its objective is to maximize expected net tax collection.

**DUMITRESCU, ARIADNA****Familiarity and competition: The case of mutual funds**

Dumitrescu, G.; Gil Bazo, J.  
LSF Seminar  
Luxembourg School of Finance (LSF), University of Luxembourg  
Luxembourg (Luxembourg), 26/03/2015

We build a model of mutual fund competition in which a fraction of investors ("unsophisticated") exhibit a preference for familiarity. Funds differ both in their quality and their visibility: While unsophisticated investors have varying degrees of familiarity with respect to more visible funds, they avoid low-visibility funds altogether. In equilibrium, bad low-visibility funds are driven out of the market of sophisticated investors by good low-visibility funds. High-visibility funds do not engage in competition for sophisticated investors either, and choose instead, to cater to unsophisticated investors. If familiarity bias is high enough, bad funds survive competition from higher quality funds despite offering lower after-fee performance. Our model can thus shed light on the persistence of underperforming funds. But it also delivers a completely new prediction: Persistent differences in performance should be observed among more visible funds but not in the more competitive low-visibility segment of the market. Using data on US domestic equity funds, we find strong evidence supporting this prediction. While performance differences survive at least one year for the whole sample, they vanish within the year for low-visibility funds. These results are not explained by differences in persistence due to fund size or investment category. The evidence also suggests that differences in persistence are not the consequence of other forms of segmentation on the basis of investor type (retail or institutional) or the distribution channel.

**DUMITRESCU, ARIADNA****Familiarity and competition: The case of mutual funds**

Dumitrescu, G.; Gil Bazo, J.  
26th CEPR European Summer Symposium in Financial Markets  
(ESSFM) 2015  
Study Center Gerzensee  
Gerzensee, Switzerland, 20/07/2015 - 24/07/2015

We build a model of mutual fund competition in which a fraction of investors ("unsophisticated") exhibit a preference for familiarity. Funds differ both in their quality and their visibility: While unsophisticated investors have varying degrees of familiarity with respect to more visible funds, they avoid low-visibility funds altogether. In equilibrium, bad low-visibility funds are driven out of the market of sophisticated investors by good low-visibility funds. High-visibility funds do not engage in competition for sophisticated investors either, and choose instead, to cater to unsophisticated investors. If familiarity bias is high enough, bad funds survive competition from higher quality funds despite offering lower after-fee performance. Our model can thus shed light on the persistence of underperforming funds. But it also delivers a completely new prediction: Persistent differences in performance should be observed among more visible funds but not in the more competitive low-visibility segment of the market. Using data on US domestic equity funds, we find strong evidence supporting this prediction. While performance differences survive at least one year for the whole sample, they vanish within the year for low-visibility funds. These results are not explained by differences in persistence due to fund size or investment category. The evidence also suggests that differences in persistence are not the consequence of other forms of segmentation on the basis of investor type (retail or institutional) or the distribution channel.

**DUMITRESCU, ARIADNA****Familiarity and competition: The case of mutual funds**

Invited Seminar  
Luxembourg School of Finance  
Luxembourg-Kirchberg (Luxembourg), 25/03/2015 - 26/03/2015

We build a model of mutual fund competition in which a fraction of investors ("unsophisticated") exhibit a preference for familiarity. Funds differ both in their quality and their visibility: While unsophisticated investors have varying degrees of familiarity with respect to more visible funds, they avoid low-visibility funds altogether. In equilibrium, bad low-visibility funds are driven out of the market of sophisticated investors by good low-visibility funds. High-visibility funds do not engage in competition for sophisticated investors either, and choose instead, to cater to unsophisticated investors. If familiarity bias is high enough, bad funds survive competition from higher quality funds despite offering lower after-fee performance. Our model can thus shed light on the persistence of underperforming funds. But it also delivers a completely new prediction: Persistent differences in performance should be observed among more visible funds but not in the more competitive low-visibility segment of the market. Using data on US domestic equity funds, we find strong evidence supporting this prediction. While performance differences survive at least one year for the whole sample, they vanish within the year for low-visibility funds. These results are not explained by differences in

persistence due to fund size or investment category. The evidence also suggests that differences in persistence are not the consequence of other forms of segmentation on the basis of investor type (retail or institutional) or the distribution channel.

#### **DUPLÁ MARÍN, TERESA**

##### **Contrarium mutuum**

Duplá Marín, M.; Panero, R

XVII Congreso Internacional y XX Congreso Iberoamericano de Derecho Romano

Bologna Ravenna (Italy), 25/03/2015 - 28/03/2015

El trabajo analiza los orígenes y evolución de la figura de la Anticresis, figura recogida en textos legales actuales, y muy recientemente, en el CCCatalán. En el mismo se parte de su vinculación y función originaria de Contrarium mutuum, en el sentido especificado por las principales fuentes jurídicas romanas, y su evolución a lo largo del proceso de recepción y hasta la codificación.

#### **FEDERO, RYAN ACOSTA**

##### **SAZ CARRANZA, ANGEL**

##### **Strategic planning in international governmental organizations**

2015 Public Management Research Association Conference

Public Management Research Association

Minneapolis (United States of America), 11/06/2015 -13/06/2015

We seek to improve our understanding of strategic planning in international governmental organizations (IGOs). Traditional management research on strategic planning has focused prevalently in for-profit organizations, nonprofit organizations, and public organizations. And while strategic planning in IGOs is not a new concept in practice, as observed from a number of IGOs with long-term strategic plans available publicly, we find that the international relations and strategic management literatures are silent on strategic planning in IGOs. Although similar to public organizations in many respects, IGOs differ from other organizations in terms of purpose, some organizational characteristics, resources, and environment. In this paper, we adopt a strategic planning process model, and some strategic planning approaches popular among businesses that are applicable to public organizations. We identify which approaches can also be used by IGOs by analyzing how IGO organizational features affect certain aspects of the strategic planning process: decision-making, performance, and legitimacy. We find that some approaches applicable to public organizations can also be applicable to IGOs, while some cannot be transposed. This analysis provides a framework for IGO leaders to consider in developing strategic plans to help improve their performance.

#### **FRANCH BULLICH, JOSEP**

##### **The 21st century academic:**

##### **Best practices from a top business school**

6th International Exhibition and Conference on Higher Education (IECHE)

Riyadh (Saudi Arabia), 13/04/2015 - 19/04/2015

Based on UNESCO data, GMAT estimates that every year two million new people enroll in Graduate Management Education programs (out of 180 million students enrolled in Higher Education worldwide).

ESADE Business School: Our Vision

An institution that inspires and trains people and organizations to develop innovative and socially responsible leadership to build a better future.

#### **GASCO HERNÁNDEZ, MILA**

##### **SIERRA OLIVERA, VICENTA**

##### **Technological innovation projects: The role of management and network governance in e-government interoperability**

19th Annual Conference of the International Research Society for

Public Management - IRSPM

University of Birmingham

Birmingham (UK), 30/03/2015 - 01/04/2015

E-government interoperability is the ability of disparate and diverse organizations to interact towards mutually beneficial and agreed common goals, involving the sharing of information and knowledge between the organizations, through the business processes they support, by means of the exchange of data between their respective ICT systems (European Commission, 2010). Most interoperability efforts meet serious challenges and concerns. Recent works have tried to uncover the determinants of e-government interoperability success and have assessed the influence of variables such as technology development, data quality, context, organizational performance and institutional frameworks. However, many of these studies have isolated the effect of these dimensions forgetting that e-government interoperability is a multidimensional phenomenon (Pardo et al, 2012; Yang & Maxwell, 2011; Fountain, 2001). Also, they have focused on information systems and technology, underestimating the role of management and network governance.

The present proposal aims to add to theory and evidence on the determinants of e-government interoperability from a comprehensive perspective and building on the contribution of management and governance theories. In particular, the paper focuses on internal organizational factors (among other, leadership, change management, and organizational culture) and factors related to the governance of the network (among other, perception of benefits, power, and clarity of roles and responsibilities).

Methodologically, the paper builds on the results of 37 in-depth interviews, one focus group and a survey that has been sent to 815 public managers in Catalonia (Spain) who are in charge of e-government strategies in their respective city councils.

#### **GIMÉNEZ THOMSEN, CRISTINA**

##### **SANCHA FERNÁNDEZ, CRISTINA**

##### **MENDOZA MAYORDOMO, XAVIER**

##### **Global supply chains: Challenges and strategies**

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

The objective of this paper is to identify the key challenges that firms may encounter both upstream and downstream their supply chains when going global and analyze how to overcome them. To achieve our objectives we conducted an expert workshop with 10 Spanish multinational firms coming from different sectors (e.g., textile, automobile, food, energy) and analyzed the challenges these firms faced when going global. We provide an integrative framework of challenges that includes upstream and downstream flows. In addition, for each challenge we have identified strategies and/or practices that help to overcome them. Our findings suggest that the role of organizational learning is key in the internationalization process. Learning through own previous experiences helps to overcome the barriers that the internationalization process entails. Our paper has two main contributions: First, to provide a set of specific guidelines that can be useful for managers when making their supply chains global so that they are able to both identify challenges and barriers in advance and be aware of the different strategies they can apply to mitigate them. Second, the paper extends previous literature with respect to the identification of global supply chain challenges.

#### **GOODMAN, JENNIFER CORALIE**

##### **Understanding stakeholder engagement in sustainability-oriented innovation processes of business enterprises**

Korsunova , A.; Halme, M.; Goodman, J.

31st EGOS Colloquium

European Group for Organizational Studies (EGOS)

Athens (Greece), 02/07/2015 - 04/07/2015

While stakeholders have long been at the forefront of corporate sustainability debates, the emphases have tended to be on stakeholder pressures, or collaboration and conflict in the management of controversial issues. In this paper we ask how different stakeholders, including end users, can contribute to sustainability-oriented innovation in business enterprises. By inspecting innovation practices through a stakeholder lens we bring a fresh direction to stakeholder theory. We examine sustainability-oriented innovation processes in thirteen different companies across Europe, to bring forth the different inputs and roles of stakeholders through the innovation stages. We identify six stakeholder roles in sustainability-oriented innovation processes. A broker role, i.e. mediating between the innovating firm and end-users or other stakeholders, was the most common role that emerged in the data set. Also a concept refiner role, giving feedback on sustainability innovation in the late stages of the innovation process, was relatively frequent, and helped in adjusting the innovation for acceptability among a wider clientele. We also found stakeholders in innovation initiator roles in three cases. These were instances in which the sustainability innovation would not have come about without the stakeholder involvement. We also identified legitimator, educator and impact extender roles. The

findings imply that groups traditionally labelled as secondary or fringe stakeholders may actually be more relevant for sustainability-oriented innovations than primary stakeholders. Mapping such stakeholders could offer valuable opportunities for business enterprises as they deal with the complexity of sustainability-oriented innovation.

#### **HAI, SOLANGE JEANOUCÉ**

##### **ARENAS VIVES, DANIEL**

##### **How NGOs redefine themselves:**

##### **Transitioning from nonprofit to earned income**

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

This paper investigates the key role of NGOs in redefining themselves in a new field. Charity retail organizations collect used clothing and household items donated from individuals and organizations. Although the activities of clothing collection, sorting, and resale look similar between organizations, the purpose behind them can differ. Roba Amiga, a Catalan charity retail organization and work integration social enterprise (WISE), started in 2002 as a project with participation of 15 institutions. The purpose was two-fold: positive social and environmental impact. Using Spain as an example, this research project will address how a nonprofit organization, which primarily relies on donor support, redefines itself as a social enterprise with earned income revenue. Second-hand work integration organizations use actions such as framing processes, brokering, and reorganizing activities as a means towards new allies, new structures, and new ways of working.

#### **IND, NICHOLAS JONATHAN**

##### **IGLESIAS BEDÓS, ORIOL**

##### **MARKOVIC, STEFAN**

##### **Managerial perceptions of co-creation**

1st Annual World Open Innovation Conference (WOIC 2014)

Garwood Center for Corporate Innovation; RWTH Aachen University;

Ecole Polytechnique Fédérale de Lausanne (EPFL); Keck Graduate

Institute (KGI)

San Francisco, Calif. (U.S.), 04/12/2014 – 05/12/2014

Today, firms have shifted from solely creating innovations through internal R&D activities to an approach that incorporates external inputs (i.e. Christensen et al., 2005; Rigby and Zook, 2002). This shift is captured by the term 'open innovation', which suggests that firms use both internal and external ideas to advance innovations by placing these ideas at the same level of importance (Chesbrough, 2006). Regarding the inflows and outflows of these ideas to the company, open innovation can be classified in three core processes (Enkel et al., 2009): (1) inside-out process, (2) outside-in process, and (3) coupled process or co-creation. The inside-out process consists in making profits by transferring the company's ideas, knowledge and technology to the market (Enkel et al., 2009). This process is based on internal sourcing, and therefore is usually run by the R&D department of the company. However, research on external sourcing started to gain attention in the open innovation literature when companies realized that getting ideas and knowledge

from the market would enable them to both improve their efficiency by achieving scale economies and access to the innovations that they could not generate on their own (West and Bogers, 2013). Specifically, since Chesbrough (2003) called for research on external sourcing of ideas and knowledge, the inside-out process has lost out in favour of the outside-in process (Chesbrough and Crowther, 2006; Enkel et al., 2009). The outside-in process consists of enhancing the company's knowledge base by integrating the ideas of suppliers, users, consumers, universities, organisations, and other stakeholders (Enkel et al., 2009). However, academics have focused on studying organisations as the main external source of innovation. Thus, there is a need to investigate further individuals (i.e. users or consumers) as an external source of innovation (West et al., 2006; West and Bogers, 2013). This need has started to be covered by two streams of literature. The first stream of research contemplates the case in which the firm does not interact with the users (i.e. von Hippel, 2007). In such a case, these users generate innovations on their own, based on their personal knowledge and exclusively for their own benefit (Bogers et al., 2010). The second stream of literature encompasses the event in which the firm interacts and collaborates with consumers in the generation of innovations (i.e. Prahalad and Ramaswamy, 2004). When generating these innovations, the firm and consumers engage in the coupled process or co-creation (West and Bogers, 2013). The coupled process or co-creation consists of combining the inside-out process with the outside-in process, to develop and commercialise innovations through alliances, cooperation and joint ventures between the firm and consumers (Enkel et al., 2009). As this coupled process encompasses the previous two processes, co-creation is the core process of open innovation that entails the broadest combination of internal and external ideas and knowledge, by means of which the firm and consumers generate innovations in an interactive way (Chesbrough et al., 2006).

#### **IÑESTA CODINA, ANNA VALENCIA-SILVA, MAIKA**

##### **The Global Integrative Module: A space in the curriculum of undergraduate, MSc and MBA programs to develop future managers' intercultural competence**

31st EGOS Colloquium

European Group for Organizational Studies (EGOS)

Athens (Greece), 02/07/2015 - 04/07/2015

The current socio-economic environment, rising globalization and ICT advances mean that management professionals must face a complex, multicultural, competitive, and flexible labor market which requires continuous learning. Such demands render traditional teaching methods obsolete and invite business schools to adapt their curricula and educational practices to train future competent managers. The Global Integrative Module (henceforth GIM) is an elective course that aims to respond to this challenge by offering an international innovative learning experience lead by ESADE, and with the participation of students from three business school partners; NYU Stern School of Business, SDA Bocconi and Sogang University. To do so, it proposes a competence based module, in which students work together in multicultural teams via an online learning eplatform to present a solution to a relevant challenge of social impact. Finally, using a qualitative analysis this paper presents

the results regarding the GIM's effectiveness to develop intercultural competence in undergraduate and graduate business students by providing a reflective environment in the curricula.

#### **IÑESTA CODINA, ANNA VALENCIA-SILVA, MAIKA ROVIRA LLOBERA, XARI**

##### **The Global Integrative Module: Training future managers? knowledge integration, multicultural and social responsibility competences**

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

The current socio-economic environment, rising globalization and ICT advances mean that management professionals must face a complex, multicultural, competitive, and flexible labor market which requires continuous learning. Such demands render traditional teaching methods obsolete and invite business schools to adapt their curricula and educational practices to train future competent managers. The Global Integrative Module (henceforth GIM) aims to respond to this challenge by offering an international innovative learning experience lead by ESADE, and with the participation of students from three business school partners: NYU Stern School of Business, SDA Bocconi and Sogang University. To do so, it proposes a competence-based module, in which students work together in multicultural teams via an online learning eplatform to present a solution to a challenge of social impact. This paper will present the results obtained regarding the effectiveness of the GIM as an environment capable of equipping students with the knowledge and competencies necessary to confront the challenges of the current professional environment. The collection of quantitative and qualitative data will consider both the contribution of the GIM project to students' learning of what the challenge required from them, and the stakeholders perceptions with regards to the effectiveness of the GIM. Our initial assumptions are that the GIM project will offer an effective environment capable of training future responsible managers, allowing students to develop creative and intercultural competences as they take managerial decisions in their future careers. Furthermore, we assume that the learning task presented by the GIM will give students the opportunity to develop a thorough understanding of the type of contribution that companies can make in tackling social problems.

#### **JAIN, TANUSREE AGUILERA VAQUÉS, RUTH**

##### **Does corporate social orientation vary by industry type?**

##### **Evidence from an emerging economy**

Jain, T.; Aguilera Vaqués, R.; Jamali, D.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

There is a growing trend of mandating CSR for large firms across developing countries. This trend might be indicative of State perception of lack of corporate concern towards some peripheral stakeholders such

as community and environment. Through this paper, we examine the corporate social orientations (CSOs) of large firms in an emerging country, specifically India, and analyze them across industries to understand firms stakeholder preferences towards peripheral stakeholders. Applying signal theory on an inter-temporal examination of CEO statements, we find significant industry differences both in prioritization and relative degree of orientation towards various stakeholders and issues. Our study emphasizes that while community and environment “that are common beneficiaries of CSR activities in developing nations continue” to be the least addressed stakeholders across majority of firms in India, there are significant industry differences therein.

#### **LOEWE, NICOLAS ARAYA CASTILLO, LUIS ANDRÉS**

##### **Self-employment as a moderator of the relationship between work and life satisfaction**

Loewe, N.; Araya Castillo, L.A.; Thieme Jara, C.

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 – 05/09/2014

Bottom-up theories of life satisfaction suggest that work satisfaction and overall life satisfaction are positively related to each other because work is a central life domain for most adults. Empirical research has shown that the correlation between work and life satisfaction varies substantially across studies, suggesting that the strength of the relationship may depend on the studied population and its circumstances. In this article, we assess the strength of the relationship in the context of Chile and the moderator effect of self-employment' whether a worker is self-employed or salaried. Based on the idea that work is more central in the life of a self-employed than a salaried worker, we hypothesized that the strength of the relationship between work and life satisfaction will be stronger for the former. The results from a national sample of 658 Chilean workers supported our hypothesis. We also found a small negative direct effect from self-employment on life satisfaction, which suggests that the self-employed might be, on average, less satisfied with their lives than their salaried counterparts.

#### **LABORDA CORONIL, ANA MARÍA**

##### **La desaparición de la clase media en España**

Mas Gordo, C.; Laborda Coronil, A.

XI Jornadas de Economía Laboral

Asociación Española de Economía del Trabajo (AEET)

Barcelona, 02/07/2015 - 03/07/2015

El objetivo inicial del artículo era cuantificar la clase media en España utilizando la metodología de los clúster multidimensionales, para lo que se deben hacer unos pasos previos anteriores de componentes principales y clúster convencionales. Realizados los pasos previos, en esta primera parte del estudio, se han obtenido conclusiones interesantes. Con respecto a la parte de componentes principales se han obtenido cuatro factores y se establece la hipótesis, para uno de ellos, de su relación con las estructuras de gasto en función del ciclo de vida de los hogares. En cuanto al análisis de clúster convencional, éste

nos lleva a afirmar que se pueden diferenciar cuatro tipos de hogares, si bien dos de ellos estarían relacionados, excepto por la variable edad, y encajarían en lo que sería 'clase alta' o 'clase media - alta', mientras que el gran grupo de 'clase baja' suponemos (hipótesis) que incluye la posible 'clase media' y que el análisis de clúster tradicional no es suficiente para discriminarla.

Así extraemos también una conclusión metodológica y es que el uso de la metodología de clúster multivariante aparece como paso necesario para concluir el estudio.

#### **MADINI, PAOLA MARIA**

##### **Determinants of company adoption of budgetary procedures: top down or bottom up budgeting?**

Madini, P.; Hartmann, F.; Dossi, A.

8th Annual Conference on Teaching and Learning in Accounting (CTLA)

The American Accounting Association

Chicago (United States of America), 08/08/2015 - 12/08/2015

In this paper we explore the meaning and determinants of companies' adoption of top-down/ bottom-up budgetary procedures. Building on the management accounting literature on the advantages of various budgeting procedures, we first identify three formal design characteristics that together summarize companies' position on a continuum from top-down to bottom-up budgetary procedures. Then, using questionnaire data from a sample of 141 middle-large companies operating in Italy, we analyze the antecedents of these sets of characteristics to explain the likelihood that companies' adopt a certain position on the continuum of procedures. Overall we find that company's position on the continuum of procedures depends on antecedents related to top management information processing needs: the variety and the analizability of business units' activities, and the unpredictability and pressure of the external environment.

#### **MALDONADO BELTRÁN, MIGUEL ÁNGEL SIERRA OLIVERA, VICENTA**

##### **Can social media predict voter intention in elections?**

##### **The case of the 2012 Dominican Republic Presidential Election**

21st Americas Conference on Information Systems (AMCIS)

Association for Information Systems (AIS)

Fajardo (Puerto Rico), 13/08/2015 - 15/08/2015

Polls are among the most fundamental procedures used to measure voting trends in elections. They also offer a useful mechanism to adjust the marketing tactics of campaign commands. However, polling not only demands significant resources, but also incorporates several intrinsic barriers that may hinder its applicability. This paper examines an innovative methodology to explore the use of social media as an alternative to enhance the cost-effectiveness of polling while increasing significantly prediction power to overcome the constraints of traditional polls. The proposed methodology is based on the analysis of content gathered from public Web 2.0 technologies, and in this particular case, applied on the scenario of the 2012 Dominican Republic presidential election. Forecasting voting trends obtained from this methodology, and comparing such results with headline final election results, opens

a promising road, not only to consolidate knowledge in this field, but also, as an innovative alternative for practitioners that might remarkably broaden electoral marketing strategies. The proposed methods setbacks and limitations are also discussed.

### MARKOVIC, STEFAN IGLESIAS BEDÓS, ORIOL

#### Brand value co-creation:

#### Towards a multiple stakeholder perspective

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA) Barcelona, 03/09/2014 – 05/09/2014

Co-creation is not a new phenomenon. However, it has not gained widespread attention in the field of brand management until the current stakeholder-focus branding era, in which multiple social and economic actors integrate their resources together with the firm in order to co-create value. This paper reviews the literature on brand value co-creation, describing its origin and evolution, with the aim of detecting future research opportunities.

### MARZAL YETANO, ELIA

#### Crisis y competencia por la competencia: el ejemplo de la inmigración

XIII Congreso Anual de la Asociación de Constitucionalistas de España Universidad de Zaragoza Zaragoza, 19/02/2015 - 20/02/2015

Este trabajo pretende reflexionar sobre el eventual impacto que tiene en la legislación la situación de tensión o lucha competencial entre el Estado central y las Comunidades Autónomas (CCAA), en un contexto de distribución de competencias en permanente definición. Y en él se argumentará que, dentro del marco constitucional, el contenido de las leyes (o, como en el caso que se analiza, el grado de protección de los derechos sociales, en su mayor parte no auténticos derechos fundamentales) puede no depender tanto de factores como la orientación ideológica del partido político en el gobierno o de las posibilidades que la coyuntura económica más o menos positiva brinda a ese partido político en cada momento, como de la confrontación competencial intergubernamental. Para ello, y como caso de estudio, en este trabajo se examinan las relaciones Estado-CCAA en materia de legislación sobre protección social de los extranjeros durante los años de crisis económica, por visibilizarse especialmente en este marco esa tensión interterritorial, tal y como se expone a continuación.

### MARZAL YETANO, ELIA

#### El impacto de la crisis económica en la integración social de los inmigrantes en el Estado de las Autonomías

Congreso UNIJES 2015

Universidad Pontificia Comillas

Madrid, 11/03/2015

Este trabajo pretende analizar el impacto de la crisis económica en los derechos sociales, centrándose para ello en la inmigración: la eficacia de los derechos sociales se someterá así al doble test de la crisis económica y de la condición de no nacional de sus titulares, siendo los derechos sociales especialmente frágiles cuando reconocidos a los inmigrantes. Para ello se examinará la relación entre el Estado (competente para definir las bases legislativas en políticas sociales) y las CCAA (competentes para el desarrollo y ejecución de esas bases), planteándose la pregunta de si, en España, en materia de inmigración, la crisis económica tiene el impacto neto que tiene en otros países (aprobación de recortes sociales como consecuencia de la crisis), al encontrarse la respuesta de las instituciones políticas y jurídicas mediatizada por la existencia de un Estado descentralizado y de la lucha competencial que éste desata entre Estado y CCAA, en un ámbito además especialmente susceptible de politización como es la inmigración.

Lo que se observará no es tanto una correlación inequívoca entre crisis económica y recortes sociales, sino más bien cómo esa crisis sirve de escenario para el enfrentamiento Estado-CCAA, al propiciarse con los recortes estatales la discrepancia por parte de las CCAA.

Y lo que se defenderá en última instancia así es la repercusión de la tensión competencial Estado-CCAA en la protección, mayor o menor, de esos derechos sociales.

### MARZAL YETANO, ELIA

#### El impacto de la crisis económica en la integración social de los inmigrantes en el Estado autonómico

Convegno LUMSA “L’impatto della crisi sulla tutela dei diritti nelle Regioni”

Lumsa Università

Roma (Italy), 13/11/2014

Este trabajo pretende analizar el impacto de la crisis económica en los derechos sociales desde la dimensión de la inmigración. Lo que nos permite plantear la cuestión subyacente en esta jornada (la del valor real del reconocimiento constitucional de los derechos sociales) con más intensidad todavía: la eficacia de los derechos sociales se vería así sometida al doble test de la crisis económica y de la condición de no nacional de sus titulares, siendo los derechos sociales especialmente frágiles cuando reconocidos a los inmigrantes. En España, las Comunidades Autónomas representan una instancia política y jurídica decisiva con relación a los derechos sociales de los extranjeros. Por su competencia en materia social, son ellas las encargadas de proceder al encaje de la inmigración en la sociedad de acogida, una vez España (hasta hace no mucho, país de emigración) ha pasado a ser de forma estable un país de inmigración: el objetivo ahora es la integración social de los inmigrantes, y no sólo ya el control de las fronteras. Desde las instituciones europeas, la asunción de este objetivo se impone desde finales de los años noventa, con el Tratado de Amsterdam de 1997 y la

Cumbre de Tampere de 1999 (donde se explicita el paso de una política de inmigración basada en el control de los flujos migratorios a otra basada en la integración social). Y, en el ámbito nacional, el cambio se produce con la aprobación en el año 2000, de la Ley Orgánica de derechos y libertades de los extranjeros en España y su integración social, que deroga a la Ley de Extranjería de 1985, centrada únicamente en el control policial de flujos migratorios. Pero las Comunidades Autónomas asumen también ese papel clave en inmigración por su búsqueda de un espacio competencial propio, blindado frente al Estado central. De este esfuerzo son muestra algunos de los Estatutos de Autonomía de segunda generación, en los que se asume explícitamente la competencia en materia de inmigración, si bien el artículo 149.1.2 de la Constitución española reserva en exclusiva al Estado central la competencia sobre extranjería e inmigración. El Tribunal Constitucional se ha pronunciado al respecto en la sentencia 31/2010, a propósito del Estatuto de Autonomía de Cataluña, distinguiendo entre lo que sería la competencia del 149.1.2, relativa al control de fronteras y la definición básica del estatuto jurídico del extranjero, y la competencia en materia de integración social de los inmigrantes, que sí correspondería ya a las Comunidades Autónomas, por razón de su conexión con las competencias sectoriales asumidas por éstas.

### MOSTEO CHAGOYEN, LETICIA PILAR

#### Coaching and culture: Content analysis applying Hofstede’s framework to select ICF competencies

Mosteo Chagoyen, L.; Maltbia, T.; Marsick, V.

1st International Columbia Coaching Conference

Columbia Business School; Business University

New York, N.Y. (U.S.), 22/10/2014 – 23/10/2014

Grounded in a selective integrated literature review, this study deconstructs select ICF core coaching competencies, informed by an established competency modeling architecture and Hofstede’s Five Cultural Dimensions. Qualitative content analysis methodology was used. The paper offers evidence-based insights for the inclusion of cultural competence in coach education, training, and credentialing processes.

### NOETHEN, DANIELA

#### BONACHE PÉREZ, JAIME ALFONSO

#### Selecting expatriates for exploration and exploitation assignments: A theoretical analysis

Annual 15th EURAM Conference

European Academy of Management (EURAM)

Warsaw (Poland), 17/06/2015 - 20/06/2015

It has been widely acknowledged that knowledge is one of MNCs’ most important resources, and that expatriates move some of this knowledge. Nevertheless, research on IHRM and expatriate management largely ignored this important notion. To fill this gap, in this conceptual paper we approach IHRM from a knowledge management and organizational learning perspective. Applying the concept of double-loop learning (Argyris, 1992), we focus on assignment objectives, which we distinguish according to the well-established conception of exploration versus exploitation. Based on this theoretically grounded framework, we demonstrate, in a second step, the benefit of crossing the two literatures

and deduct concrete hypotheses for the selection of expatriates. Thereby, we do not only contribute to IHRM theory development and a more unified perspective, but also to explaining some of the incoherent findings in the literature as well as present practical implications.

### RAMIS PUJOL, JUAN SUÁREZ BARRAZA, MANUEL FRANCISCO

#### Socio-ecological spirituality and entrepreneurship: Sa Pedrissa network in Majorca

Ramis Pujol, J.; Suárez Barraza, M.; Sardà, R.

Spirituality and Creativity in Management World Congress

ESADE

Barcelona, 23/04/2015 - 25/04/2015

This paper examines both the mental models of social-ecological entrepreneurs and the challenges faced when managing their ventures. This research seeks to further develop the field of social entrepreneurship. Furthermore, there is much yet to understand when spirituality is a key component of a social business. By studying the ventures of a network of entrepreneurs on the Spanish island of Majorca we intend to build an emerging framework of reference for successful social-ecological/spiritual entrepreneurship. This is a qualitative study oriented to building theory in the field of social entrepreneurship. Data was gathered from a network of nine entrepreneurs on the island of Majorca who manage social-ecological businesses with spirituality being an essential part of their ventures. Data was gathered during three half-day focus groups and six in-depth interviews. Some frameworks were developed after content, situational, and process analysis of the data. The study shows a set of drivers and points of reference, motivations, and values for business ventures that is broader and more complex than the picture often painted in social entrepreneurship literature. Balancing all the points of reference is a difficult exercise. A lack of managerial and communication skills seems to be the main difficulty for the advancement of their ventures. Obtaining sufficient initial funding and ensuring resource generation represent other important hurdles. In terms of process, the launch and initial stages are the most demanding for spiritual social-ecological entrepreneurs.

### SABAL CÁRDENAS, JAIME

#### The discount rate for property

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA) Barcelona, 03/09/2014 – 05/09/2014

The CAPM is not a suitable model for real estate valuation. Practitioners get around this by discounting income property free-cash flows at a yield-implied discount rate. However, this is wrong because it ignores that the risk implicit in non-income cash flows, such as operating expenses, maintenance and rehabilitation, are considerably lower. A method for estimating an ‘equilibrium discount rate’ that accounts for the specific risk of each cash flow stream is proposed. Following a similar procedure, this equilibrium rate is then used to estimate a discount rate for development projects.

**SANCHA FERNÁNDEZ, CRISTINA  
IÑESTA CODINA, ANNA  
GIMÉNEZ THOMSEN, CRISTINA**

**Percepciones sobre el valor en el uso de la peer evaluation en un curso de gestión de cadena de suministro**

ACEDEDOT 2015

Universidad de Málaga,

Málaga, 16/04/2015 - 17/04/2015

Nowadays, being able to work in teams is a selection criterion in most organizations (Guzzo & Shea, 1992). Because of this, curricula of many subjects in management studies include team-work as a specific competence that students need to develop and acquire (AACSB, 2002, Johnson and Johnson, 1987; Topping, 1998). One common challenge related to the use of team-work in class is related to the assessment of the individual contribution of each member to the group as well as to the certainty that students have successfully acquired the abovementioned competence (Brown et al., 1994; Mello, 1993).

Peer evaluations are defined as tools that are able to capture information related to internal group processes (Brutus and Donia, 2010). Peer evaluations are described as being both an evaluative and a learning tool (Brutus and Donia, 2010; Brutus et al., 2013; Ohland et al., 2012). That is, peer evaluations do not only help in providing information regarding the performance of team members but they also serve as a tool that provide students with useful learning related to how to effectively work in groups. Most of the literature assumes that peer evaluations are reliable and valid tools (Brutus and Donia, 2010; Brutus et al., 2013; Ohland et al., 2012). However, while peer evaluations may prove to be useful tools for teachers, they can be stressful for some students who are not used to evaluate others (Pope, 2005) and they can create discomfort between students since they [students] sometimes believe that the results are biased and/or unfair (Walker, 2001). These problems may lead to students' negative perceptions with respect to the value added by peer evaluations and thus neglect the role of peer evaluations as powerful assessment and learning tools.

In that sense, in this paper we aim to analyze and understand students' perceptions with respect to the value added by the use of peer evaluations in class. More specifically, our objective is twofold: (1) to analyze students' perceptions regarding the value added by peer evaluations (both in their learning and in their grades) and (2) to characterize students' peer-assessment behavior.

**SANCHA FERNÁNDEZ, CRISTINA  
LONGONI, ANNACHIARA  
GIMÉNEZ THOMSEN, CRISTINA**

**The role of national culture in sustainable operations management**

22nd International Annual EurOMA Conference (EurOMA 2015)

European Operations Management Association (EurOMA)

Neuchâtel (Switzerland), 27/06/2015 - 01/07/2015

This paper analyzes the role of national culture on the sustainability practices' sustainability performance relationship. To achieve our aim we use a multi-country sample (i.e., International Manufacturing Strategy Survey) as well as the national culture dimensions suggested by

Hofstede. The results suggest that national culture acts as a moderator in the relationship between sustainability practices and sustainability performance. More specifically power distance and masculinity influence this relationship. These results shed some light on the role of national culture in sustainable operations management and provide managers with recommendations about how to manage sustainability in a global setting.

**SAYERAS MASPERA, JOSEP  
IÑESTA CODINA, ANNA  
ROVIRA LLOBERA, XARI**

**El valor añadido de los debates estructurados: percepciones de los estudiantes del primer curso del Doble Grado en Dirección de Empresas - BBA y del Grado en Derecho de ESADE**

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)

Barcelona, 03/09/2014 - 05/09/2014

Las escuelas de negocios son responsables de dotar a los estudiantes de las herramientas necesarias para ejercer como directivos responsables capaces de interpretar de forma personal la realidad, tomar decisiones conscientes y éticas y mantenerse fiel al camino trazado por sus decisiones. La metodología de aprendizaje descrita en la presente comunicación: el debate estructurado, pretende incentivar el desarrollo de un pensamiento crítico y sistémico, un aprendizaje basado en el perspectivismo, la aproximación al debate de forma académicamente fundamentada y el desarrollo de la competencia de comunicación de información y conocimiento, que son algunas de las herramientas cognitivas adecuadas para este fin. Esta propuesta de intervención educativa ha sido implementada en la asignatura de Economía I del Doble Grado en Dirección de Empresas (BBA) y en Derecho en ESADE (Universitat Ramon Llull) con el objetivo de iniciar a los estudiantes en el uso del lenguaje como instrumento de aprendizaje, Y con la finalidad última de que, en el futuro, pueda informar de forma rigurosa su toma de decisiones y su liderazgo. Para evaluar la percepción de los estudiantes en relación con la contribución de los debates estructurados en su aprendizaje se han recogido los datos a través de una encuesta que se administró en clase el último día de la asignatura, obteniendo respuestas de un total de 58 estudiantes. Los resultados obtenidos permiten observar una clara sensación de aprendizaje por parte de los estudiantes, así como su percepción de valor añadido. En el análisis de aquellos aspectos de la experiencia relacionados con la regulación de su actuación en el curso de los debates, los participantes identifican, principalmente, la preparación previa y su forma de participación en ellos. Los estudiantes señalan claramente, como los principales retos que ha supuesto para ellos la experiencia, la comprensión de las lecturas previas y us intervenciones en el debate.

**SAZ CARRANZA, ANGEL**

**Agents as Broker: Leadership in Multilateral Organizations**

Second Collective Leadership Research Workshop

New York University

New York, NY (US) 23/04/2015 - 25/04/2015

In exploring the leadership practices of chief executives of International Governmental Organizations, this article finds that IGO leaders recognize themselves as agents and as brokers. The paper produces findings from a multiple case study of the executive leadership of NATO from 1995 to 1999 and of the EU Common Foreign and Security Policy from 1999 to 2009. The relationship between member states and the IGO leader can be conceived as a Principal/Agent (PA) relationship where the agent plays a central role in framing a common vision and strategies, facilitating member states' involvement in the strategizing process, and mobilizing external and internal support. I depart from a restrictive PA conceptualization of the relationship since I do not envision it as conflictive, but rather as collaborative.

**SAZ CARRANZA, ANGEL**

**Determinants of board characteristics in International Organizations**

Business and Public Policy Workshop

European School of Management and Technology (ESMT)

Berlin (Germany), 07/05/2015 - 09/05/2015

In understanding what determines the executive board structure of International Governmental Organizations (IGOs), we find that the number of members is a central driver. This article applies Corporate Governance literature to the Executive Boards of IGOs. We operationalize the characteristics of IGO Executive Boards (number of directors, director selection, director requirements, and board decision-making) and test various hypotheses involving independent variables related to the IGO

(membership, size, age, UN-affiliated, and being a Financial Institution). A main finding is that IGOs with greater number of members will adopt majority voting rules, have larger boards, and enjoy greater capacities.

**SCARLATA, MARIA ROSA GIOVANNA  
ALEMANY GIL, MARÍA LUISA**

**Entrepreneurial orientation in social investing: The influence of founders and board members human capital diversity**

Scarlata, M.; Zackarakis, A.; Alemany, M. L.

35th Babson College Entrepreneurship Research Conference (2015 BCERC)

Babson College. Arthur M. Blank Center for Entrepreneurship

Natick (United States of America), 10/06/2015 -

13/06/2015

Social enterprises (SEs) have attracted attention (Short, Moss, and Lumpkin, 2009) as they adopt economic approaches to solve social problems (Austin et al., 2006). To support their development, a social investing market, potentially worth up \$1trillion by 2020 (JP Morgan, 2010), has developed. Social investing firms adopt entrepreneurial approaches by implementing venture capital practices (Scarlata and Alemany, 2010). These firms go beyond the deployment of short-term, donated capital and seek investments that ultimately create social and economic returns. The literature acknowledges the importance of individuals in starting these dual objectives firms (Mair and Marti, 2006; Scarlata, Zacharakis, Walske, 2015) and the multiple stakeholders they respond to (DiDomenico et al., 2010; Lumpkin et al. 2013). The research question this paper seeks to answer is: how does founder and stakeholder human capital influence the entrepreneurial orientation (EO) of social investment firms? To answer this question, we integrate the EO framework (Lumpkin and Dess, 1996) with a resource dependence perspective (Pfeffer and Salancick, 1978) along with human capital theory (Becker, 1964) is undertaken.

**JAUME VILLANUEVA**

**Assistant Professor, Department of Strategy and General Management**

Research Interests in Entrepreneurship, New venture creation, Resource mobilization and Early-stage venture capital

**WIM VANHAVERBEKE**

**Visiting Professor of the Department of Operations, Innovation and Data Sciences**

ESADE Principal Investigator of the FP7 project SSL-erate: Accelerate Solid State Lighting Innovation for Europe



**SIERRA OLIVERA, VICENTA**  
**GIMÉNEZ THOMSEN, CRISTINA**  
**RODÓN MÓDOL, JOAN**

**Same assets but different use: The role of IT  
 in the implementation of environmental practices**

XLIX Asamblea Anual CLADEA 2014

ESADE; Consejo Latinoamericano de Escuelas de Administración (CLADEA)  
 Barcelona, 03/09/2014 – 05/09/2014

The role of IT in environmental practices is explored in this paper. We posit and find evidence that IT strengthen the relationship between environmental practices and environmental performance. The IT constructs considered in this paper are: IT-enabled production control, and IT-enabled coordination. The results confirm the established relationship between environmental practice and environmental performance, and show that IT-enabled coordination moderates the relationship between environmental practice and environmental performance. We use data from the fifth (2009) round of the International Manufacturing Strategy Survey (IMSS) which includes responses from manufacturing plants within the manufacturing industries. We use a sample of 150 plants from Brazil, China, Germany, Hungary and USA. We apply Generalizability theory to improve the measurement precision of our constructs in the multiple countries sample. A relevant contribution for practice derived from this study is that firms can use the same technologies (ERP, shared databases) that they once implemented to improve their operational performance to improve their environmental performance.

**VILA FERNÁNDEZ-SANTACRUZ, MAR**  
**Análisis del gasto turístico**

Vila Fernández-Santacruz, M.; Roselló Nadal, J.

XVIII Congreso AECIT

Asociación Española de Expertos Científicos en Turismo (AECIT)  
 Benidorm, 26/11/2014 - 28/11/2014

En los últimos años los patrones de consumo turístico se han caracterizado por la reducción de la duración de la estancia, que se ha tratado de contrarrestar con el aumento del gasto diario de los turistas o con el aumento del número de turistas. Este trabajo es un análisis del gasto de los turistas, considerando por un lado, el lugar donde el gasto se realiza, distinguiendo los gastos dentro y fuera del alojamiento; y, por otro lado, las diferentes categorías de gastos. A través de la descomposición del gasto por categoría, entre gasto diario y duración de la estancia, se puede ver la diferente incidencia económica de los distintos segmentos del mercado.



Antonio Garrigues Walker, Former special adviser to the United Nations High Commissioner for Refugees

# Cases



**ARENAS VIVES, DANIEL  
SÁNCHEZ HERNANDO, PABLO  
HAI, SOLANGE JEANOUCÉ**

**Roba Amiga: Social entrepreneurship  
in textile waste management**

OIKOS International, 06/2015

18 p.

The case focuses on Roba Amiga, a network of organizations devoted to collect, select and sell second-hand clothes in Barcelona and its surrounding, with the aim of creating jobs for people excluded from the job market as well as contributing to mitigating the environmental problem of textile waste. The case traces the history of Roba Amiga, leading up to two of the organizations in the network forming a Work Integration Social Enterprise and opening a new sorting plan that allowed them to grow and gain in efficiency. The case explores the alternatives for further growth and examines the advantages and disadvantages for the different organizations staying together under a common brand, even though they have slightly different priorities. It also leads to discuss the social challenges involved in the exporting of clothes to developing countries and to question whether Roba Amiga should be more concerned about this fundamental aspect of its business model.

**VERNIS DOMÈNECH, ALFRED IGNASI  
URRIOLAGOITIA DORIA MEDINA, LOURDES ELVIRA**

**La Fageda (B): a social enterprise development**

Harvard Business Publishing, 04/2015

18 p.

In 30 years, La Fageda had surpassed several business milestones that formed the means for attaining an ultimate aim. Its ultimate aim had always been the social and labor integration of mentally-challenged individuals placing the emphasis on each person's capabilities. From the end of 2007 to the beginning of 2013 the company underwent growth by broadening its yogurt line and diversifying into new products. This enabled La Fageda to reach the second position after Danone in the Catalan yogurt market and at the same time, to operate in several competitive environments. Now, the social entrepreneur Cristobal Colon has to think about his succession and if the company has to continue growing. What are their options?

# ESADE Publications

## CASABURI, IVANA The internationalization of Chinese companies and their presence in Europe

Casaburi, I.; Brasò, C.

In *The global context: How politics, investment, and institutions impact European businesses*

Solana Madariaga, F.(Ed.); Saz Carranza, A.(Ed.)

ESADE. Center for Global Economy and Geopolitics (ESADEGeo), 07/2015

p. 110-127



China's outward foreign direct investment (FDI) has skyrocketed in the last decade, causing ripples in the economy of every region in the world. One of the regions where this growth has been felt most is the European Union, where Chinese stock investment practically quadrupled in the course of just two years, rising from USD 768 million in 2005 to USD 2.942 billion in 2007. Three years later, this figure quadrupled once again (USD 12.496 billion in 2010). According to official Chinese data from 2014 (MOFCOM), there are currently 2,000 Chinese companies established in the EU, with a total investment of USD 40.097 billion, so China accounts for four of every ten dollars invested in developed countries. Consequently, almost the entire stock of Chinese direct investment in Europe has flowed in very recently, during the years of economic crisis. From China's perspective, Europe is a key destination in the context of the international expansion of its companies.

## ARENAS VIVES, DANIEL HAI, SOLANGE JEANOUCÉ SÁNCHEZ HERNANDO, PABLO Old clothes, new social enterprises. The cases of Roba Amiga and two initiatives in Senegal

Arenas Vives, D.; Hai, S.; Sánchez Hernando, P.; Siclari, A.

Barcelona: ESADE. Instituto de Innovación Social (IIS), 07/2015

19 p.



For decades, people used to wear clothes until they wore out. 'Clothing obsolescence' was not even considered an issue. However, the fast fashion trend has led to growing concerns about waste, both pre-consumer and post-consumer waste. Pre-consumer waste only accounts for roughly 35% of total textile waste. Most pre-consumer textile waste is recycled into new raw materials for the automotive, furniture, bedding, coarse yarn, home furnishing, paper and other industries. The remaining 65% consists of post-consumer waste and the volumes are substantial, accounting for 15 million metric tons per year in Europe and North America. These articles are discarded either because they are worn out, damaged, outgrown, or simply out of style. They are sometimes given to charities or sold second-hand but usually are thrown out and end up in landfills, creating a host of environmental problems. Of the total post-consumer textile waste, only 25% is collected in Europe and 15% in the USA.

## BUCKLAND, HELOISE MURILLO BONVEHÍ, DAVID

### Antenna for social innovation: The quest for precision: The search for a common framework and recent examples of successful social innovations

ESADE. Instituto de Innovación Social (IIS), 05/2015

85 p.



We agree with Grimm that the concept of social innovation is a victim of its own success. It is increasingly being used, appropriated, and diffused by a wide range of public and private organisations keen to highlight the social and innovative component of what they do or what they wish to do. Can we blame them? Certainly not, but we must acknowledge that the recent proliferation of initiatives and organisations with the label social innovation has generated some confusion that we, from academia, should try to address and, hopefully, help to clarify. We will focus in the present edition of our Antenna on refining our framework around the understanding of what social innovation is and the rising debates that accompany it. We will do so by focusing on the main subtopics that have recently occupied the minds of scholars and practitioners alike when trying to encapsulate and further define the different variables that are used to make sense of social innovation.

## IGLESIAS PIE, MARIA CARRERAS FISAS, IGNASI SUREDA VARELA, MARIA Eficiencia para el impacto social. ONG que mejoran su rendimiento

ESADE. Instituto de Innovación Social (IIS);

Fundación PwC., 09/2014

192 p.



Para todos es evidente la necesidad de que las organizaciones sean eficientes en su trabajo, pero ¿Qué es y cómo podemos medir la eficiencia en el caso de las ONG? ¿Podemos centrarnos solo en la reducción de costes si queremos mejorar la eficiencia? ¿Qué rol juegan los líderes de las organizaciones no lucrativas? Estas son algunas de las preguntas que se responden en el libro. ¿Eficiencia para el impacto social. ONG que mejoran su rendimiento. El libro forma parte del Programa ESADE-PwC de Liderazgo Social, llevado a cabo entre el Instituto de Innovación Social de ESADE y la Fundación PwC desde 2008, que tiene como objetivo generar y divulgar conocimiento sobre liderazgo en las ONG y otras entidades no lucrativas, así como crear un espacio conjunto de intercambio y reflexión entre líderes sociales. La idea es ofrecer alternativas para mejorar la eficiencia de las organizaciones del tercer sector, que son imprescindibles en el tejido social actual, y que se han visto gravemente afectadas por la realidad económica de nuestro país. La perspectiva que configura el libro, pretende una mejora real y sostenible, que requiere de replanteamientos de la visión estratégica de las organizaciones. Evitando decisiones cortoplacistas, como la reducción de costes, que no contribuyen siempre a la mejora sostenible de la eficiencia de las entidades si no hay una reflexión más amplia. La

finalidad del estudio es ofrecer elementos de reflexión sobre el concepto de eficiencia, su concreción y su medición. El reto que plantea y al que se enfrentan muchas entidades, es el cómo ser capaces de medir la eficiencia. Es relativamente sencillo medir la eficiencia de una empresa que comercializa productos o servicios pero ¿cómo vamos a cuantificar el impacto social, si no somos los únicos actores que influimos en él? A esta pregunta no existe una única respuesta, sino que variará en función de lo que entienda cada organización por eficiencia. El libro expone tres grandes ámbitos en los que se pueden establecer mecanismos que contribuyan a mejorar la eficiencia de una organización, separados en un doble plano estratégico y operativo. ¿Tiene sentido lo que perseguimos? ¿Tiene sentido y funciona lo que hacemos para conseguir lo que deseamos? La reflexión y la modificación de algunos elementos estratégicos es una de las formas de ganar eficiencia que presenta mayor trascendencia y sostenibilidad en el tiempo. En segundo lugar, a nivel operativo también podemos y debemos mejorar la eficiencia. Por una parte, estudiando cómo se organiza la entidad y cómo organizan su trabajo las personas que la configuran, además de plantear posibles modificaciones, al mismo tiempo que revisamos los costes operativos de la organización. Además, este libro también quiere presentar algunas vías y ejemplos que ayuden a las ONG a avanzar en este camino, en el cual los líderes de las organizaciones no lucrativas han de tener un rol clave para ser capaces, incluso, de plantearse el hecho de modificar lo que la organización persigue: la visión. La existencia de un buen órgano de gobierno es crítica para la eficiencia de una organización, y para lograrlo, deberíamos asegurar su buen funcionamiento, una adecuada estructura además de una correcta composición.

**ANSOTEGUI OLCOZ, MARÍA CARMEN  
BELLAVISTA BADIA, XAVIER  
FABREGAT FELDSZTAJN, JORDI**  
**10 años de ahorro colectivo: estudio comparativo de los resultados históricos de los fondos de inversión y fondos de pensiones**



Ansotegui Olcoz, M.; Bellavista Badia, X.;  
Fabregat Feldsztajn, J.; Olivera, A.  
Mercer Consulting, 01/2015  
38 p.

Estudio sobre el ahorro colectivo en España que se ha desarrollado con Mercer y presentado en ESADE Madrid y Barcelona. La rentabilidad de los fondos de pensiones de empleo supera en 100 puntos básicos anuales tanto a los planes de pensiones individuales como los fondos de inversión de su mismo riesgo.

**BUCKLAND, HELOISE  
CARRERAS FISAS, IGNASI  
MURILLO BONVEHÍ, DAVID**

**La innovación social en América Latina: Compartamos con Colombia. Un bróker de la innovación social**

Fondo Multilateral de Inversiones (FOMIN),  
02/2015  
64 p.



El estudio de caso que aquí se presenta fue desarrollado por ESADE Business School en 2014 bajo el impulso y la supervisión del FOMIN (BID). Su objetivo es doble. Por una parte, se plantea comprender el rol central de Compartamos con Colombia (Compartamos) como un bróker clave, orientado a erradicar la pobreza, en el ecosistema de innovación social en Colombia. Por otra, se propone analizar los diferentes elementos de éxito del caso que podrían permitir replicar una iniciativa semejante en otros puntos de América Latina.

El estudio parte de un análisis de la documentación publicada existente sobre Compartamos; en primer término, se trata de una serie de entrevistas para conocer la perspectiva de cada uno de los agentes involucrados en la promoción de la innovación social junto a Compartamos, y, posteriormente, se realiza un análisis de redes sociales vía un cuestionario en línea para conocer en más profundidad las interacciones del ecosistema. El estudio se estructura a partir de una presentación inicial del ecosistema de la innovación social de Compartamos para posteriormente abordar las diferentes variables que permiten analizar el alcance del progreso realizado.

**BUCKLAND, HELOISE  
MURILLO BONVEHÍ, DAVID**

**La innovación social en América Latina: Socialab. Impulsando la creatividad para luchar contra la pobreza**

Fondo Multilateral de Inversiones (FOMIN),  
02/2015  
69 p.



El estudio de caso que aquí se presenta fue desarrollado por ESADE Business School entre los meses de junio y septiembre de 2014 bajo el impulso y la supervisión del FOMIN (BID). Su objetivo es doble. Por una parte, se plantea comprender el rol central de Socialab en la generación de un ecosistema de innovación social en Chile enfocado hacia la lucha contra la pobreza. Por otra, se propone analizar los diferentes elementos de éxito del caso Socialab que podrían permitir replicar una iniciativa semejante en otros puntos de América Latina.

El estudio parte de un análisis de la documentación publicada existente sobre Socialab y de un estudio de campo sobre el terreno posterior para conocer la perspectiva de cada uno de los agentes que operan junto a Socialab en la promoción de la innovación social. Con posterioridad al trabajo de campo, se realizó un análisis de redes sociales para conocer el papel específico de cada una de estas entidades en la red resultante. La presentación de los resultados se inicia, pues, con la composición inicial del ecosistema de la innovación social en Chile para, posteriormente, abordar las diferentes variables que permiten analizar el alcance del progreso realizado por la red.

**BUCKLAND, HELOISE  
MURILLO BONVEHÍ, DAVID**  
**La innovación social en América Latina: Marco conceptual y agentes**

ESADE. Instituto de Innovación Social (IIS),  
12/2014  
71 p.



El presente documento tiene como objetivo servir de guía introductoria al creciente debate académico sobre el sentido, el alcance y las formas de medición de la Innovación Social, y situarlo en el marco de América Latina. Su orientación es doble. Por un lado, ofrecer un primer directorio de temas, conceptos y modelos suficientemente comprensivos e inteligibles, que nos permitan entender de qué hablamos cuando nos referimos a la Innovación Social. Por otro lado, mostrar un conjunto de polos, plataformas, redes y centros de generación y difusión de este concepto que empiezan a visualizarse en la región latinoamericana.

**LOZANO SOLER, JOSEP MARIA**  
**La RSE ante el espejo**

Abenoza, S.; Lozano Soler, J.  
ESADE. Instituto de Innovación Social (IIS),  
01/2015  
89 p.



Los temas que conforman esta investigación son una muestra o reflejo de aquellos temas que hoy preocupan a los profesionales de la RSE. En ese sentido es que hablamos de 'la RSE ante el espejo'. De un trabajo que busca reflejar -desplegar, agrupar y dar coherencia- los principales temas, observaciones y conclusiones expuestos por parte de los entrevistados.

**TAMYKO YSA**

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Vice-dean of Research**

ESADE Principal Investigator of the FP7 project LIPSE: Learning from Innovation in Public Sector Environments

**LUCA DEL VIVA**

**Assistant Professor, Department of Economics, Finance and Accounting**

Research Interests in Asset pricing, Banking and financial stability, Credit risk



**MENDOZA MAYORDOMO, XAVIER (COORD.)**  
**PUIG BASTARD, PERE**  
**MENDOZA MAYORDOMO, XAVIER**  
**GIMÉNEZ THOMSEN, CRISTINA**  
**SANCHA FERNÁNDEZ, CRISTINA**  
**VILADRICH SANTALLUSIA, VALERI**  
**MARTÍN LUCENA, RAÚL**  
**DELGADO PLANAS, ANTONIO**



**Estrategias de globalización de las multinacionales españolas. Cuarto informe del Observatorio de la empresa Multinacional Española (OEME)**

Barcelona: ICEX (Instituto Español Comercio Exterior), 04/2015  
 164 p.

El informe está formado por cinco capítulos, agrupados en dos grandes bloques temáticos, más un capítulo final de conclusiones. Los dos trabajos que forman el primer bloque ofrecen una panorámica de conjunto de la actividad exterior de las empresas españolas en la última década, tanto en su vertiente de comercio exterior como de inversión directa en el extranjero. El segundo bloque está formado por tres estudios empíricos. En ellos se abordan, desde diferentes ámbitos, una serie de temáticas especialmente relevantes para las multinacionales industriales españolas: las estrategias de gestión de la cadena de suministro en un contexto de globalización, la fiscalidad internacional de las operaciones vinculadas entre empresas de un mismo grupo multinacional (política de precios de transferencia), y las estrategias seguidas por diferentes multinacionales españolas para proteger sus bienes intangibles a nivel internacional.

**PASCUAL RAMSAY, ÁNGEL**  
**SAZ CARRANZA, ANGEL**  
**IMBERNON SAINZ, ALVARO**

**Risk Nexus: Global cyber governance: preparing for new business risks**

Zurich Insurance Group, 04/2015  
 32 p.



There is an urgent need to act to stem cyber risks, including threats that originate across borders. Better global governance would be a significant step toward efforts to mitigate risks. A report by the ESADEgeo-Center for Global Economy and Geopolitics and Zurich reviews the challenges to this approach and offers innovative solutions. Emerging technologies will fundamentally change the nature of cyber risk. Cyberspace has become essential to our daily lives and a practical necessity for governments and businesses. Yet this dependency comes at a price: Cyber security is arguably the most salient non-traditional security issue on the global agenda, and cyber risks increasingly are linked to other global risks. Addressing an inadequate global cyber governance framework Cyber attacks respect no borders, making it essential to approach cyber governance in a 'holistic' and global way. Despite recent progress, we still lack a comprehensive and functional regime of global cyber security. A study that included mapping the rules, institutions, and procedures of the current global cyber governance framework revealed the true nature and extent of the issues at stake. The study discovered a global cyber governance regime comprised of three distinct types of concerns and

participants. At one end of the spectrum, where governance deals mainly with technical issues and relies on a multi-stakeholder model, governance is effective. At the other end of the spectrum, which includes the realm of threats like cyber warfare and state-sponsored sabotage, effective global governance is completely lacking. Between these two extremes is a 'gray zone' where interests of industry, governments and individuals, global governance models and organizational cultures coincide. This middle zone offers a promising place to start to work to encourage effective international efforts. Offering ideas for a new governance framework The private sector should take steps to effectively manage cyber risk, even in the absence of an overarching global governance framework. Sharing more information and ensuring a properly-functioning insurance market are some ways to do this. Lacking a broad international consensus, the private sector can still play an active role by lobbying for guiding principles to overlay the global cyber governance framework. For policymakers, major progress might be achieved by, for example, strengthening global institutions, and include creating a G20 + 20 Cyber Stability Board. A cyber alert system modeled after the World Health Organization (WHO) would also be an effective tool. Enhancing public-private cooperation, including dialogue and incentives for investment in cyber security, would be a further step forward. Beyond embracing dialogue, policymakers should increase representation of less-developed countries and civil society in the global governance framework.

**MENA LÓPEZ, F. XAVIER (ED.)**  
**COMAJUNCOSA FERRER, JOSEP**  
**RECIO FIGUEIRAS, EUGENIO**  
**SANZ CABALLERO, JUAN IGNACIO**  
**ULIED MARTÍNEZ, AGUSTÍ**  
**SÁNCHEZ TORRES, ESTHER**  
**MENA LÓPEZ, F. XAVIER**  
**CASABURI, IVANA**  
**CANO GINER, JOSEP LLUÍS**

**Informe Económico Financiero nº18**

ESADE. Departamento de Economía, Finanzas y Contabilidad,  
 114 p.



La política monetaria es como una cuerda: sirve para estirar, pero su funcionalidad se reduce mucho si se trata de empujar. La economía de la Unión Europea está estancada, con bajo crecimiento de la actividad y sin inflación. El Banco Central Europeo (BCE) está instrumentando una política monetaria expansiva sin precedentes. El tipo de interés está situado en el 0,05%. El Consejo de Gobierno ha autorizado programas de inyecciones masivas de liquidez (full allotment) que están agotando el argot de letras del abecedario, a plazos dilatados y con colaterales de garantía que exasperan a las autoridades alemanas. Todavía resuena el eco de la admonición de la canciller Angela Merkel: «Ich bringe mich nicht selbst um». Al otro lado del Atlántico, el Comité Federal de Mercado Abierto (FOMC) de la Reserva Federal ya va de retirada (tapering) y el escrutinio en la lectura de las actas de sus reuniones atisba la progresiva normalización de tipos de interés (forward guidance) en el horizonte de 2015. El ciclo económico expansivo y los diferenciales de tipos de interés están impulsando la apreciación del dólar. La Reserva Federal de Estados Unidos, con la alargada sombra histórica de la Gran Depresión de los años treinta, ha financiado en barra libre (Quantitative

Easing, QE) las necesidades financieras del Gobierno Federal. En la Unión Europea, el infausto recuerdo de la hiperinflación alemana de la década de 1920 lastra la acción del BCE. La complejidad política e institucional europea y la asincronía cíclica de sus economías no ponen las cosas fáciles. Desde el encuentro de Jackson Hole (Wyoming, agosto de 2014), Mario Draghi clama a los gobiernos por políticas fiscales y reformas estructurales que, mejorando la competitividad y la productividad, impulsen el crecimiento de la economía europea y reduzcan las tasas de desempleo. Desde la adopción de políticas monetarias no convencionales por el Consejo de Gobierno del BCE (22 de enero de 2015) y los resultados de las elecciones en Grecia, la Unión Europea se está adentrando en la terra incognita que en Star Trek se calificaba como «where no man has gone before».

# Studies from competitive research projects

**TORNOS MAS, JOAQUÍN  
FÉREZ FERNÁNDEZ, MANUEL  
ARROYO DÍEZ, ALFONSO  
YSA, TAMYKO  
MARTÍNEZ MARTÍNEZ, MAR  
FIDONE, GIANFRANCESCO  
VON MAYDELL, MECHTHILD  
MAGDZIAREK, PAWEL**



**Avoiding Fraud in Cohesion Policy 2014 - 2020: a comparative study on the correct observance and implementation of the public procurement EU regulations by managing and contracting authorities**

HERCULE II Programme (Grant Reference OLAF/2013/D5/096).  
Co-funded by the European Anti-Fraud Office, 2015  
212 p.

The study is part of the project undertaken by the ESADE Foundation in collaboration with various experts on the subject within the scope of the “HERCULE II Programme – Training, Seminars and Conferences” and co-funded by the European Anti-Fraud Office.

The objective of the study is to detect and reduce irregularities in the management and implementation (execution) of structural funds — specifically, the ERDF— in the public procurement procedure, using data from various sources and 4 specific regions (Catalonia, Greater Poland, Lazio and Saxony-Anhalt) as a sample.

**ALMIRALL, ESTEVE  
GASCÓ HERNÁNDEZ, MILA**  
**Growing a digital social innovation ecosystem for Europe**



Social Innovation in Digital Agenda – SMART  
2012/0049, 2015  
104 p.

A study prepared for the European Commission DG Communications Networks & Technology by: NESTA, ESADE, Waag Society, IRI, FutureEverything Digital technologies and the Internet have transformed many areas of business – from Google and Amazon to Airbnb and Kickstarter. Huge sums of public money have supported digital innovation in business, as well as in fields ranging from the military to espionage. But there has been much less systematic support for innovation that use digital technology to address social challenges.

Digital technologies are particularly well suited to helping civic action: mobilizing large communities, sharing resources and spreading power. A growing movement of tech entrepreneurs and innovators in civil society are now developing inspiring digital solutions to social challenges. There range from social networks for those living with chronic health conditions, to online platforms for citizen participation in policymaking, to using open data, to create more transparency around public spending. We call this Digital Social Innovation (DSI).

This research project seeks to define and understand the potential of DSI, to map the digital social innovators, their projects and networks, and to develop recommendations for how policymakers, from the EU to city level, can make the most of DSI.

# PhD Thesis



## **CASTIÑEIRA JEREZ, JORGE**

### **La inexigibilidad de la prestación contractual ante la alteración sobrevinida de las circunstancias**

Supervisor: Llebaría Samper, S.  
 Universitat Ramon Llull (URL). ESADE  
 Date of defense: 07/2015

In recent times, most scholars and courts in their decisions have argued that problems related to an unexpected change of circumstances deserve a specific solution under Spanish contract law. Additionally, most national and international proposals on contract law include and resolve the problems related to an unexpected change of circumstances. Nevertheless, this topic is not new. Indeed, as may be proved through the clause *rebus sic stantibus* studies carried out during the seventeenth and eighteenth centuries, this is a classical topic. The age of the problem, however, has not led the doctrines related to an unexpected change of circumstances being considered as normalized, at least not in our legal system or in the legal systems culturally close to that of Spain. Unexpected change of circumstances cannot be considered a normal institution or rule in our legal system since the several doctrines that are used to solve the problem are all configured as exceptional. That is, exceptional both at the time of their application and also when establishing the legal grounds of the doctrines, since most of these doctrines are based on an exception to the *pacta sunt servanda* principle. Respecting the principle *pacta sunt servanda* is extremely important in order to ensure that the contractual legal system achieves its goals and functions properly. So important is this principle that respecting it requires fulfillment of either one of these conditions: i) not accepting any doctrine related to the problem of an unexpected change of circumstances; or ii) finding out that the legal foundation and solution of this problem does not imply an exception to the *pacta sunt servanda* principle. If compatibility between the *pacta sunt servanda* principle and the doctrines related to the change of circumstances is possible, then the requirements to apply the doctrines must be established. This is precisely what is studied next in this paper.

## **CHLIOVA, MYRTO**

### **Entrepreneurship in the Service of Society: Antecedents and Implications**

Supervisors: Vernis Domènech, A.; Brinckmann, J.  
 Universitat Ramon Llull (URL). ESADE  
 Date of defense: 07/2015

Entrepreneurship has been recently advocated as a solution for creating social value and addressing persistent social problems. Where development aid and governments have failed to drastically improve conditions for the majority of the world's population, scholars and practitioners express faith that "social entrepreneurship", the application of entrepreneurship to social value creation, might be more successful. Yet, such assertions have not received academic scrutiny in proportion to the enthusiastic rhetoric supporting them. Hence, it remains inconclusive how and why social entrepreneurship has emerged as an ascending organizational category, as well as what its consequences are for societies, organizations and individuals. This doctoral thesis aspires to shed light on this important but underexplored and under theorized

phenomenon. It examines facets of both the symbolic construction and the actual effectiveness of social entrepreneurship, drawing implications oriented towards both theory and practice.

## **FERNÁNDEZ GUZMÁN, VÍCTOR MANUEL**

### **El gas natural y la calidad de vida: factores percibidos por los hogares en un país en vías de desarrollo**

Supervisor: Arenas Vives, D.  
 Universitat Ramon Llull (URL). ESADE  
 Date of defense: 03/2015

Homes need energy in order to satisfy their basic needs, like cooking. This paper tries to understand and explain the relationship between home's perceived factors and the intention for the natural gas usage continuance. This paper is based on the Technology Acceptance Model (TAM) and the Expectation – Confirmation Model: use continuance (ECM), among others and intends to solve research questions as "What are the involved acting factors in the home intention to continue using a natural gas system after its initial usage?"; as well as "How these factors interact and do have influence for a natural gas system continuance usage intention?" which it is interesting because it allows to relate them with factors that explain the home's quality of life when using an energy source. To achieve this goal it has been developed and proved a model that leads to explain the home intention to continue using a fuel. As well, this usage continuance is being evaluated due to governments and enterprises need to know if homes will continue using a suggested fuel, when the initial novelty is gone. This study uses a mixed research method beginning with an exploratory qualitative method through semi-structured interviews and then applying a "face to face" survey to prove the initial hypothesis. It was found that factors perceived by homes that had already adopted the natural gas and have the intention to continue using it are: Perceived Price Level, Perceived Ease of Use, Facilitating Conditions, Perceived Usefulness, Perceived System Safety, Environment Consciousness and Confirmation of initial expectations. This study allows understanding the acting factors for a continuance use and its barriers for a natural gas widespread growth in homes. As well, it allows the Energy Policies Makers having additional tools different than price and availability which usually are the commonly ones considered to introduce a fuel; for instance the Safety factor, which would achieve a more sustainable model along the time.

## **FERRER VIDAL, DIANA**

### **El ajuste secundario en las operaciones vinculadas**

Supervisor: Berché Moreno, E.  
 Universitat Ramon Llull (URL). ESADE  
 Date of defense: 10/2014

In recent years, especially in the last decade, we have seen how the legislator was concerned and responsible for the transfer pricing regulation, which is no more than a logical response to the globalization prevailing in business relationships. The Spanish legislation is relatively veteran in applying the arm's length principle, assuming that transactions carried out between related parties must comply with such arm's length principle. Notwithstanding, it is not so skilled in regards to a qualification regulation, as it does in other legal sovereignties. The

Law 36/2006 of 29th November, about the rules set for the prevention of tax evasion, first introduced in Positive Law a specific qualification regulation. Specifically, Articles 16.8 of the CITL (Corporate Income Tax Law) and its regulations in Article 21 bis of the CITR (Corporate Income Tax Regulation), which regulate the so-called secondary adjustment, the function of which is simply to provide a solution for the discrepancy seen between the accounting basis and the tax basis after having marked to market the operation, so that one part has a funds excess to the detriment of the other. Once agreed that the qualification adjustments do not solve the income excess that still has one of the related parties, and therefore assuming that it is necessary to provide a legal solution to this income excess, the truth is that the current regulation of the secondary adjustment suffers important and severe defects of legislative technique. This study deals with the detailed analysis of the effects that the application of the secondary adjustment mean for the related parties, as well as to other shareholders who were not involved in the operation, showing up situations not consistent at all with the recommendations of the OECD about this subject, such as the generation of double taxation situations or direct violations of the Commercial Law basic principles. Therefore, and after a Comparative Law research, the study proposes a legal solution involving an agile and quick refund of the funds excess.

### GOODMAN, JENNIFER CORALIE

#### **Social shareholder engagement: How shareholders bring social, environmental and ethical concerns to the heart of management**

Supervisors: Arenas Vives, D., Hebb, T.  
 Universitat Ramon Llull (URL). ESADE  
 Carleton University  
 Date of defense: 06/2015

Shareholders have always been fundamental to an understanding of the corporation. The same is true today. However, the assumptions that the firm should be run to meet only the demands of shareholders, and that those shareholders are concerned only about the maximization of financial returns, are problematic in light of the multitude of demands placed on corporations by both shareholders and other stakeholders. At a time when issues such as climate change and the widening gap between rich and poor have become pressing societal concerns, the role of business, its purposes and its practices have been challenged in the public, private, and academic spheres. Responsible investment, diverse investor types, multi-stakeholder initiatives, communities, activist campaigns, and a variety of other stakeholders have resulted in multiple and diverse demands on the company which go well beyond financial interests. This thesis takes the perspective of one such challenge to the fundamental assumptions about the nature of the firm: shareholders who actively engage with corporate management on issues of social, environmental, and ethical concern such as human rights or environmental degradation. This 'social shareholder engagement', an increasingly relevant phenomenon in practice and research, is explored here both empirically and conceptually. I provide a new perspective on social shareholder engagement, which identifies the political and ethical nature of these actions. In this way I engage with and contribute to the corporate governance, responsible investment, social activism and business ethics literatures and open a number of future avenues for research.

### HAWKINS, MATTHEW ALLEN

#### **An investigation into consumers' relationship with their consumption activities**

Supervisors: Singh, J.J., Majchrzak, A.  
 Universitat Ramon Llull (URL). ESADE.  
 USC Marshall School of Business  
 Date of defense: 05/2015

Retaliatory behaviors are consumer actions taken to damage a brand for its actions. Prior research has discovered that the more deeply a consumer embeds a brand's identity into their identity the more strongly they retaliate following a brand change. Despite evidence that consumers use activities to construct their identities, retaliatory research has primarily focused on one facet of identity construction, brand possession. This research addresses this gap by investigating if the consumer-activity relationship is a predictor of intentions to engage in retaliatory behaviors following a brand change. Specifically, an experimental survey research design found that activity promotion tendencies have a significant, positive relationship on consumers' likelihood of engaging in retaliatory behavior following a brand change. Moreover, the impact of activity promotion on retaliatory behaviors was more pronounced following a more severe disruption to a consumer's activity-derived identity than a minor disruption. Based on these findings, specific propositions that identify the antecedents, moderators, and outcomes of consumer-activity identification are developed. The outcomes are discussed in terms of their impact on the consumers' relationship with both the consumption activity and the brands enrolled in the consumption activity. The implications from the empirical analysis also suggest that marketing strategies are needed that place priority on facilitating consumers engagements in consumption activities. Therefore, the thesis formulates four market orientation strategies that embrace the notion that firms provide resources for consumers to enroll into their consumption activities in an effort to accommodate and support the consumer-activity relationship. Accordingly, this thesis composed of three articles empirically explores consumer-activity and consumer-brand relationships together to better understand consumer retaliatory behavior; theorizes on the impact the consumer-activity relationship has on consumer behavior; and, develops four market orientations that focus on inserting offerings into consumers' consumption activities.

### ILIPINAR, GÜRSEL

#### **The great age of design: From design thinking to mental midwifery and to design's impact on brands**

Supervisor: Montaña Matosas, J.  
 Universitat Ramon Llull (URL). ESADE  
 Date of defense: 10/2014

Over the last decade, innovation through design has gained significant attention from the business world, policymakers, and academia. This "new state of mind" has emerged to respond to the changing needs of the society and consumers better. EU Commission recognizes that the Union needs innovation to enable competitiveness, prosperity and well-being. The Commission views design as an important discipline and activity to introduce novelty to the market, converting them into user-friendly, pleasurable and engaging products, services, and experiences.

The Commission highlights that when used as a tool for human-centered and market-driven innovation in multiple sectors of the economy, design driven innovation could improve European competitiveness. Considering all these aspects, this thesis consists of four papers. First article introduces the concept of design thinking and asks for the kind of organizations we would need to flourish this new way of thinking to help them achieve sustainable competitive advantage. Second study, highlights the urge for designers to understand the unarticulated needs of individuals and the meanings of these needs to them. As economic, social, and environmental circumstances change, the consumer preferences change and designers may be under the market pressure to add new roles and skills or expand the existing ones to adapt to these new circumstances. The current trend indicates a move from designers as craftsmen to co-designers. This study challenges educational institutions to help design students and practitioners to take on new challenges to understand their new role and develop and extend the skills around this new role. Third study highlights that product design can be employed as a strong differentiator of products in their markets by creating unique and distinctive styles and features. This article presents a new approach where design distinctiveness plays the role as a mediator between a firm's design orientation and differentiation to reach higher new product success. Fourth investigation establishes the link between design and brand. The empirical study defines brand design construct and its dimensions, develops the relational linkage between brand design and brand experience constructs. The article generates research hypotheses and develops the proposed framework that explains the relationship between brand design and brand experience.

### KAZEMINIA, ALI

#### **Firm Sustained Growth**

Supervisors: Giménez Thomsen, C., Ariño Martín, A.  
 Universitat Ramon Llull (URL). ESADE  
 IESE Business School - Universidad de Navarra  
 Date of defense: 07/2015

The thesis responds to the question 'how do firms grow sustainably in dynamic environments' as one of the fundamental questions in strategy literature. It provides three concrete studies in addressing various aspects of firm's growth: the first study provides a theoretical study on the how of firm growth drawing on open-system perspective and resource-based view. It basically describes how firm's resources grow and clarifies the characteristics that resources show over time. The study is finalized by discussions on the heterogeneity of firms' resources. The second study provides an empirical support for the first study and provides an empirical case on the successful and sustained growth of Airbus consortium over 20 years from 1967 to 1986. The study shows how the incremental accumulation of resources with a focus on commonality strategy has contributed to the sustained growth of Airbus. In addition, the study shows two periods of growth (1) sparks and establishment in the first decade of Airbus growth and (2) further technological advances afterwards. Finally, the last study provides a theory of an unexpected dissolved alliance interrupting the firm growth where the divorce directs the firm into crisis. It discusses how the firm can pass the crisis and return to its growth condition through the management of its resources. The study discusses how the change speed of resources could contribute to the management of resources in crisis.

### MANNEN, DELIA

#### **Promoting Dignity in Organizational Life: A Conceptualization, Application, and Theoretical Extension**

Supervisors: Maak, T.; Dolan, Simon L.  
 Universitat Ramon Llull (URL). ESADE  
 Date of defense: 07/2015

This dissertation builds a case for what dignity is, why it is important, and how and when organizations can attend to dignity. The first paper investigates the what and why of dignity by examining and analyzing the content of current understandings in the management literature to achieve a robust conceptualization. The second paper investigates the how of dignity by explicating through a longitudinal, qualitative, field study how an organization plans and designs physical space intended to foster feelings of wholeness, dignity, and wellbeing. The third paper reviews the when of dignity by illustrating with a single case study how narrative stories support the development of relational coordination across organizational and international borders. In this particular case, the stories are used to promote the organization's mission, which is the promotion of dignity. Contributions of this body of work include a deeper understanding of: the processes for affirming dignity and dignity's cultural specifications; a delineation of positive outcomes and challenges to individuals and organizations in the act of promoting dignity; the definition and a model of a design practice that may be used to achieve humanistic design (i.e. design that promotes human dignity); and, propositions for future deductive theory testing research regarding the use of stories as a form of communication that contributes to the quality of relational coordination, particularly when dignity is the shared aim of these relationships. The contribution to management practice functions to shrink a knowing-doing gap by offering leaders and stakeholders a way to effectively cope with today's wider social, political, and environmental issues through the humanistic management practice of placing people as the front and center purpose of business. Three qualitative methods were used including a bibliographic literature review, a longitudinal, qualitative, field study, and a case study.

### NADAL BURGUÉS, NÚRIA

#### **Managing research projects: judgment as a source of creativity**

Supervisor: Bonet Guinó, E.  
 Universitat Ramon Llull (URL). ESADE  
 Date of defense: 06/2015

Since World War II, science and research has been organized into projects and managed using the methods of Project Management. These methods offer important advantages, but also have some limitations. This doctoral dissertation presents some basic contributions to the subject of the tension between creativity and productivity in managing research with the methods of Project Management, and, more generally, the subject of the function of creative judgment in the execution of precisely specified projects in any kind of activity, which seem to determine all the operations involved in the development of a project. Project Management aims to rationally controlling and coordinating a project, which involves the clear specification of its goal and operations. These requirements are not fulfilled when dealing with projects whose goal is ambiguous and they require creativity. The phenomenological notion of mental project

developed by Alfred Schutz is more flexible and its application extends the technical aspect of Project Management. His theory considers that each intentional action changes the present state of affairs and involves a purpose, a mental project that is a mental rehearsal of a future act, and the performance of the act. He also introduces, the notion of subactions and the critical view that a repeated action is a new action similar to an already performed action. The doctoral research emphasizes that the following aspects of project management involve judgment, creating spaces for creativity to occur: first, the mental project of a new action can be created combining many subactions already performed. Second, the recognition that an action has similarities and differences with already performed actions. Third, the mental project can be considered as a hypothesis about what will happen in the execution of the act. Judgment deals with these differences and it makes the actor aware of other possible subjects and developments. The conceptual research, also introduces a new way of looking at routines, their evolution and their role in scientific research. In this line of thought, it uncovers the deep relationship between rhetoric and judgment. The empirical research is associated to the context of the Barcelona Supercomputing Center (BSC), an important Spanish research infrastructure. And it firstly develops a case study on the creation of this research organization that allows presenting some important aspects about the tension between the structure of the organization and the agency of the researchers. It then develops the subjects related to the tension between creativity and productivity in executing projects, developed in the conceptual framework, such as the notion of projects of the researchers and the judgment involved in the execution of their projects. The contribution of this doctoral dissertation, in managing research institutions and projects, extends the way of managing projects with the common methods of Project Management.

### PUIG FAURA, SÒNIA

#### **La prueba electrónica: sus implicaciones en la seguridad de la empresa**

Supervisors: Richard González, M., Abel Lluch, X.

Universidad Pública de Navarra

Universitat Ramon Llull (URL). ESADE

Date of defense: 12/2014

The thesis analyzes, in the first place, the genesis of the electronic fact, their technical concept, as well as the way and means or supports in which it is conserved and the devices of reproduction that needs to be perceivable by the man. The knowledge of the genesis and manifestation of the electronic fact allows us its study from a social and enterprise point of view, to finally analyze its legal aspect o dimension. And from this last legal dimension it is defined what is understood by electronic evidence, its regulation and the possible errors or deficiencies in the same one. This because the social dimension of electronic fact is what you incardinated into our reality and is what it turns object of interest for the legal fight and the proof of evidence at the process. The electronic fact in its legal dimension, acts in the jurisdictional process like any other fact. The adjective «electronic» really does not modify the legal requirements and exigencies that must fulfil any fact to be introduced and to be valued in the process like a proof. The analysis of the electronic fact from a social perspective comes from the study of its influence at level of State and company. So We can see it with the recent legal reforms at this matters, the policies relating to the

implementation of the new technologies in our country and the information on costs that it supposes. In the corporative sector it emphasizes the economic reference to “compliance” and costs that can suppose for a company the no implantation of safety measures on the information assets that it has. Previous to enter into the proof of evidence (practice of evidence) the thesis analyzes the investigation and the expert evidence about electronic facts and defines the concept and ambit of the forensic science of the discipline. Investigation and expert evidence raise two fundamental questions: as they are the limits to the investigation that suppose the constitutional rights; and if available in civil proceedings, the media research and access to sources of evidence in the possession of third parties. Finally, the electronic evidence is analyzed from the legal-procedural dimension of the electronic fact. Given the special relevance of the electronic expert test, one analyzes its object, legal nature, purpose and regulation. Then the work attends to the practice of proof of the electronic fact, distinguishing the practice of the expert evidence, like electronic evidence itself, of the practice of the proof about the manifestation of the electronic fact. Within this last title it is analyzed the documentary evidence, proof by witness or parts and the proof of judicial recognition. To end the thesis contains a last title where it is examined the valuation of the electronic evidence and a brief reference to the opposition of the expert opinion.

### SALEEM, FATHIMA

#### **The symbiotic relationship of social media content creation and consumption: A mood management and selective exposure theory perspective**

Supervisors: Iglesias Bedós, O., Kozinets, R.

Universitat Ramon Llull (URL). ESADE

Schulich School of Business

Date of defense: 10/2014

Research on the consumption of personal social media sites, such as Facebook, YouTube and Instagram, has been dominated by identity-based projects in which individuals use the online space to create and project their desired identities through the process of image-management. In this research, an alternative conceptualization of social media usage, comprising content creation and consumption, is presented using mood management and selective exposure theory derived from media psychology. Mood management theory stipulates that individuals attempt to rearrange their stimulus environment so as to increase the duration and intensity of good moods and reduce the intensity and duration of bad ones. Subsequently, the aims of this research are threefold: (1) to elaborate on the process of collective mood management on personal social media sites, including selective content creation and selective content consumption; (2) to shed light on the consequences of a culture of collective mood management on social media networks; and (3) to identify ways in which brands can leverage themselves in a culture of mood management on and through social media. Using 15 long interviews spanning two hours each and data collected from eight months of online observation of the respondents' Facebook profiles, I find that individuals collectively create content on their personal social media sites that is primarily positive and entertaining, leading to predominantly positive and entertaining content visible on social media networks. This phenomenon is explained by elaborating on the types of content that individuals create, the types of content they do not create, the types of content that persons consume online and those which they do not consume. The findings

demonstrate that social media usage involves a combination of contrary and contradictory behaviours. Understanding the culture created by consumers of social media is not only necessary for brands to determine how to penetrate and engage in such a culture, but is also relevant for brands to find avenues for growth beyond two-way communication and relationship building, in which experiences are also delivered through social media networks.

### SALVADOR JÁCOME, LEONCIO JULIO

#### **Importancia de los grupos de interés en la adopción de prácticas de gestión ambiental de las empresas de exploración y explotación de hidrocarburos en el Perú**

Supervisor: Santana Ormeño, M.

Tutor: Sierra Olivera, V.

Universidad ESAN

Universitat Ramon Llull (URL). ESADE

Date of defense: 11/2014

El estudio aborda la importancia del entorno como fuente de motivación para la adopción de prácticas de gestión ambiental en las empresas de exploración y explotación de los hidrocarburos (upstream), tomando como base de análisis el enfoque conceptual de la teoría de los grupos de interés (stakeholders), complementado con la teoría institucional que se torna relevante en países con debilidad institucional. Se hace uso de la metodología de investigación mixta, con una base cuantitativa y soporte cualitativo concurrente. El objetivo es identificar a los grupos de interés que las empresas de la industria del upstream del Perú, perciben de mayor importancia al tomar sus decisiones de orden ambiental.

### SANCHA FERNÁNDEZ, CRISTINA

#### **Extending sustainable practices along the supply chain**

Supervisor: Giménez Thomsen, C.

Universitat Ramon Llull (URL). ESADE

Date of defense: 06/2015

The topic of this PhD Thesis is sustainable supply chain management with a special focus on the extension of sustainability to suppliers through the use of sustainable supplier development (SD) practices. The motivation of this PhD Thesis is grounded both on a managerial and a research need. On the one hand, companies such as Apple or Inditex claim to audit their suppliers in terms of environmental issues, provide training with respect to health and safety measures or work together with them in order to improve their sustainability performance. However, besides from the implementation of these practices, there are still incidents at the suppliers' facilities. On the other hand, the literature on sustainable supply chain management has neglected the social dimension of sustainability, the role of suppliers' performance and different contextual factors such as the country in which firms are located when studying the adoption and implementation of sustainable SD practices. These two issues suggest that there is a need to further study the role of sustainable SD practices in the extension of sustainability along the supply chain. In that sense, this PhD Thesis aims to both fulfill the abovementioned research gaps and provide a clearer understanding for managers with respect to the adoption and effectiveness of this set of practices. More specifically, this PhD Thesis aims to study (1)

factors involved in the adoption of sustainable SD practices and (2) the effectiveness of these practices on firm's performance. To test the abovementioned relationships, we employ two different databases. First, the International Manufacturing Strategy Survey (IMSS) which includes a sample of 931 manufacturing plants in 22 different countries. Second, a database develop din BuNeD Research Group that contains responses from 120 Spanish manufacturing firms. To analyze these two datasets we employ Ordinary Least Squares (OLS), Partial Least Squares (PLS) and multilevel regressions. The results of the PhD Thesis can be classified into (1) antecedents and (2) performance implications. In the study of sustainable SD practices antecedents our results suggest that countries in which firms are highly committed to sustainability there is more pressure to adopt practices that aim to extend sustainability to suppliers. In the study of performance implications three main results need to be highlighted. First, we have emphasized that in the study of SD practices effectiveness it is necessary to consider both the buying firm and the supplier performance since practices impact differently on different performance outcomes. Second, we have been able to highlight the key role of suppliers' performance in the achievement of buying firm's operational improvements. Third, we have also shown the role played by national culture in achieving a sustainable supply chain and emphasized its importance in the sustainable supply chain management literature.

### VILANOVA PICHOT, MARC

#### **Managing Responsible Competitiveness: Identity, Culture, Paradox and Narratives**

Supervisor: Lozano Soler, J.

Universitat Ramon Llull (URL). ESADE

Date of defense: 02/2015

This empirical qualitative study —of eight companies that have implemented responsible competitiveness strategies— contributes to corporate social responsibility management literature by focusing on how leading companies in the field frame and manage CSR in practice. The study finds that these companies generate significant value from their social and environmental practices, but the degree and focus varies from company to company. Each of the companies seems to focus on developing a CSR strategy that best fits the organizational identity, which means centering social and environmental strategies on the firm's core competitiveness factors. The study also suggests that there are some inherent paradoxes to CSR that companies need to manage, and that the responsible competitiveness paradox that represents the tension between CSR and business goals is particularly challenging, where the eight companies manage it by accepting and fostering this paradox, making it part of the firm's identity. The main conclusion from this study is that these eight companies manage responsible competitiveness by constructing narratives around a responsible identity and reputation, indicating a strategic focus and the acceptance of inherent paradoxes in CSR. Finally, the study shows that these eight companies share ten characteristics that they use to anchor and develop these narratives, which include some central corporate attributes, strategic ideas, and strategic assets. By sharing these ten characteristics, this research aims to further develop CSR management literature, as well as providing reflexive practitioners with a guiding conceptual framework.

# Awards




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## **AZNAR ALARCÓN, JUAN PEDRO**

**ACCID prize for the best 2014 doctoral thesis in accountancy and business management**

ACCID

05/2015

Award winning for the PhD Thesis: “La creación de valor en la industria hotelera vacacional. Un análisis comparado de tres modelos referenciales: Costa Brava, Costa Dorada y Costa del Sol”. Thesis Directors: Vanesa Francisca Guzmán Parra (UMA), Javier Maqueda Lafuente (EHU) and Alfredo Rocafort Nicolau (UB).

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## **JAIN, TANUSREE**

**AGUILERA VAQUÉS, RUTH**

**Best paper award in the XLIX Asamblea Anual CLADEA 2014 on Business Ethics and CSR Track**

Jain, T.; Aguilera Vaqués, R.; Jamali, D.

Consejo Latinoamericano de Escuelas de Administración (CLADEA)  
09/2014

Award winning for the paper: “Does corporate social orientation vary by industry type? Evidence from an emerging economy”.

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## **ARENAS VIVES, DANIEL**

**SÁNCHEZ HERNANDO, PABLO**

**HAI, SOLANGE JEANOUCÉ**

**“Runner-Up” in Oikos Case Writing Competition 2015**

**Social Entrepreneurship Track**

OIKOS International

05/2015

Award winning for the case: “Roba Amiga: Social Entrepreneurship in Textile Waste Management”.

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## **SALEEM, FATHIMA**

**Extraordinary Doctorate prize of the Management Sciences Programme 2014-2015**

Universitat Ramon Llull

07/2015

Award winning for the PhD Thesis: “The symbiotic relationship of social media content creation and consumption: a mood management and selective exposure theory perspective”. Thesis Director: Oriol Iglesias Bedós.

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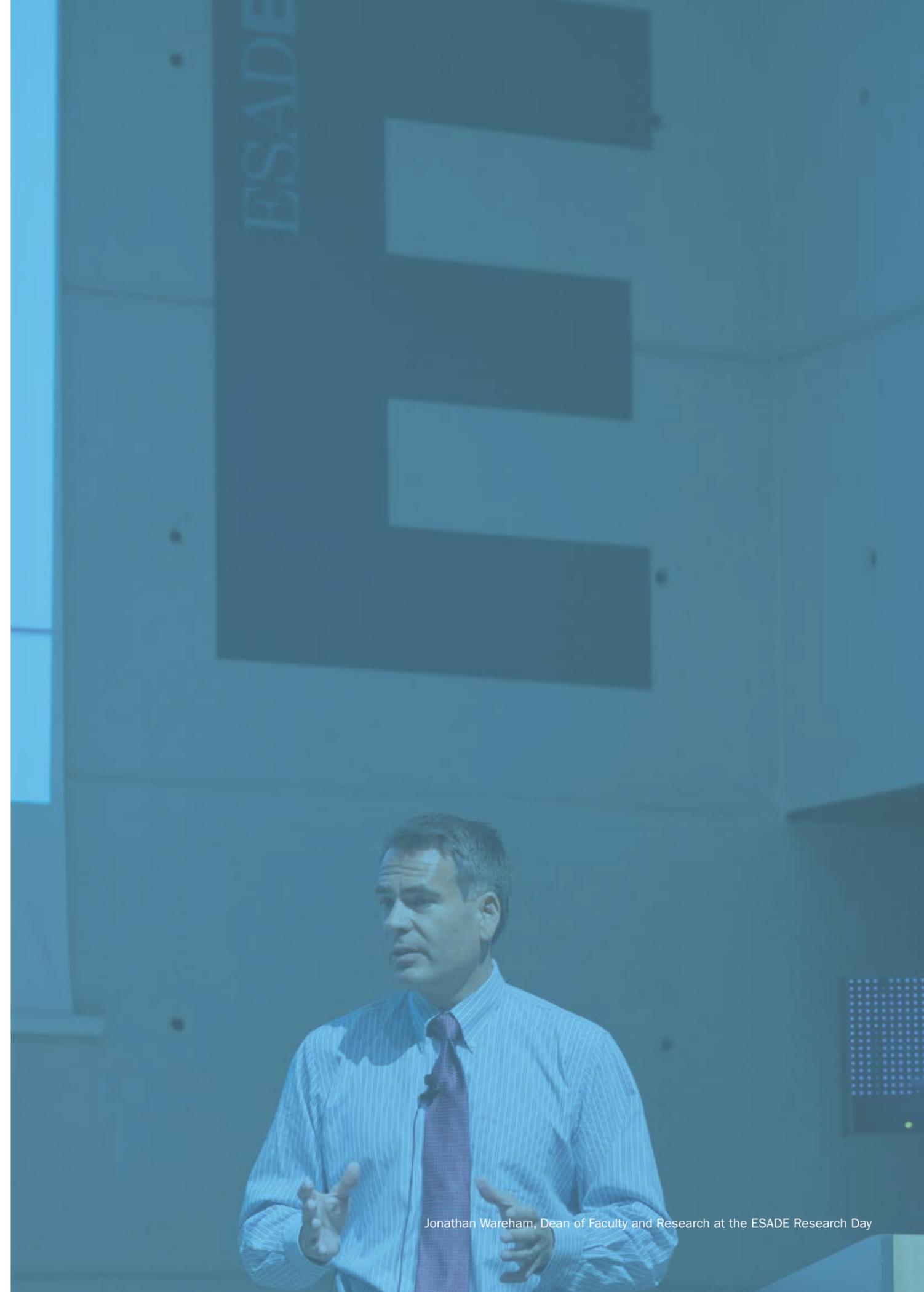
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