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Revistas · Journals

ASSENS-SERRA, J., BOADA-GRAU, J (2018)

HEALTH AND SAFETY AT WORK IN THE TRANSPORT INDUSTRY (TRANS-12): FACTORIAL STRUCTURE, RELIABILITY AND VALIDITY. *TO APPEAR IN ANALES DE PSICOLOGIA*.

This study sets out the psychometric properties of the TRANS-18 scale and of a shorter version, the TRANS-12, both designed to detect safe behaviors (personal and vehicle-related) and psychophysiological disorders among professional drivers. The investigation was divided into Study 1, into the factorial structure, reliability and validity of the TRANS-18, and Study 2, looking into the same aspects of the TRANS-12. The participants in both studies were resident in Spain. 272 professional drivers took part in Study 1, while Study 2 had 326 participants. A confirmatory factor analysis was carried out for both studies. The results for Study 1 confirm an internal structure of three factors related to psychophysiological disorders and personal and vehicle-related safety behaviors, but the original TRANS-18 is discarded because it does not fit the model. With regard to Study 2, the results show a good fit of the three-factor model, appropriate reliability and evidence of validity. We conclude by considering the suitability of the psychometric properties of the TRANS-12 and its utility for identifying safe behaviors in work in the transport industry.

SERRANO-FERNÁNDEZ, M.J., BOADA-GRAU, J, ROBERT-SENTÍS, L., BOADA-CUERVA, M., ASSENS-SERRA, J., VIGIL-COLET, A. (2018)

TRANS DRIVER STRESS SCALE (TDS-15): SHORT SCALE FOR STRESS DETECTION IN PROFESSIONAL DRIVERS. *TRANSPORTATION RESEARCH PART F: TRAFFIC PSYCHOLOGY AND BEHAVIOUR*, 58, 807-815.

Professional drivers are susceptible to stress, which places both their own health and road safety at risk. For this reason the present study aims to create a short Spanish scale from the 59 items on the Bus Driver Risk Index (BDRI; Dorn, Stephen, af Wåhlberg, & Gandolfi, 2010), and to analyse its internal structure, reliability and evidence of validity. The participants were 372 Spanish drivers (93.4% male, 6.6% female), obtained by non-probabilistic sampling. The programs SPSS 20.0 and AMOS (5.0) were used. The Trans Driver Stress scale (TDS-15) provides a five-factor solution with 15 items, adequate reliability and appropriate evidence of validity. Through a confirmatory factor analysis, the following indicators (NFI = .90, TLI = .92; CFI = .91; RMSEA = .06) were obtained from the AMOS program (5.0) indicating that the five factor model has an acceptable fit. Evidences of validity are also proved with: SSQ-15, MBI-GS, Irritation, MP-9, DII and Trans-18. The Trans Driver Stress scale (TDS-15) is a reliable and valid instrument, suitable for use in Spanish to evaluate the stress experienced by professional drivers in the transport industry.

BLANCO-GRACIA, ANTONIO (2018)

ASSANGE VS ZUCKERBERG: SYMBOLIC CONSTRUCTION OF CONTEMPORARY CULTURAL HEROES. *TO APPEAR IN ORGANIZATION STUDIES*.

Myth is a meta-language that shapes our cultures and the way we individually and collectively make sense of reality. This paper presents the methodologies of French anthropologist and sociologist Gilbert Durand as a way to unveil how ancient myths contribute to the symbolic construction of societal leaders in times of crisis. To do so, it analyses the controversy of the selection of Time magazine's Person of the Year, which confronted the figures of Julien Assange and Mark Zuckerberg. The myth analysis of their Wikipedia biographies will show that despite the fact these two personalities are considered almost opposites, the structure of the collective shared narratives about each of them follow the structure of the myth of Hermes, one shaping the grand narrative of the postmodern era. Realizing why and how the myth of Hermes promotes our contemporary leaders, sometimes apparent antagonists, contributes to better understanding of the unconscious drives of their symbolic construction, and enabling critical engagement with the rationales of their emergence.

CARENYS FUSTER, J, MOYA, S, VILA, M (2017)

EFFECTIVENESS OF AN ACCOUNTING VIDEOGAME IN TERMS OF ATTRIBUTES, MOTIVATION AND LEARNING OUTCOMES, *REVISTA INTERNACIONAL DE ORGANIZACIONES*, 18, 29-55.

The objective of this study is to assess the effectiveness of an accounting videogame with regard to attributes, motivation, and learning outcomes. Results show that, regarding attributes, most of them were favourably assessed, being the most valued those related to fun, engagement and the provision of clear information about the goals while the less valued were those regarding feedback. For motivation, results show that also participants perceive the learning experience as motivating, with a particular focus on enjoyment and sense of success. And regarding learning outcomes, results show the highest values meaning that students perceive that they are learning with the experience and achieving their objectives.

HELLMAN, N., CARENYS FUSTER, J. (2018)

INTRODUCING MORE IFRS PRINCIPLES OF DISCLOSURES – WILL THE POOR DISCLOSERS IMPROVE. *ACCOUNTING IN EUROPE*, 15(2), 242-321.

The current paper was prepared for the International Accounting Standards Board (IASB) Research Forum 2017 and evaluates the effects of introducing more principles of disclosure as part of the IASB Disclosure Initiative. We perform a literature review of academic research on how entities have complied with disclosure requirements in the past. The review shows high levels of noncompliance and high volatility across entities, including poor disclosers being far below the average. We find no clear pattern of higher compliance for International Financial Reporting Standards (IFRS) with more reliance on disclosure principles as compared to specific requirements (i.e. IFRS 7, IFRS 8), but note the methodological problem of measuring compliance with disclosure principles. Academic research suggests that the degree of compliance depends on entities' incentives for providing or withholding information in combination with local conditions for primary users, auditors and regulators. Based on our review, we argue that increased reliance on entities to act in 'good faith' when complying with disclosure requirements, in capital-market contexts where entities may be in high-incentive situations and have low costs of non-compliance, is potentially risky in terms of how well the Standards protect primary users from poor disclosers. More emphasis is needed on ensuring that the disclosure requirements are enforceable and auditable in order to secure a certain minimum level of disclosure.

CLARKE, NICHOLAS (2018)

SHARED LEADERSHIP IN COMMERCIAL ORGANIZATIONS: A SYSTEMATIC REVIEW OF DEFINITIONS, THEORETICAL FRAMEWORKS AND ORGANIZATIONAL OUTCOMES. *TO APPEAR IN INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS*.

The importance of context has been well established in studies of leadership (Bryman and Stephens 1996; Pettigrew and Whip 1991). However, recent reviews of shared leadership have tended to merge findings across commercial and non-commercial settings, disregarding contextual differences in these distinctive domains. Acknowledging that the challenges of leadership may vary in different organizational contexts, this paper argues that a focused review of shared leadership in commercial organizations is needed. The authors thus systematically review findings from over twenty years of empirical research on the practice of shared leadership in commercial organizations, critically reviewing definitions, theoretical dispositions and measurement approaches adopted in the field, before evaluating the impact of shared leadership on performance in this context. Findings from commercial and non-commercial organizations are then compared, highlighting significant differences in the conceptualisation of shared leadership in these different settings. Contributing to theory in this field, a framework is developed, mapping the landscape of current research in commercial contexts, revealing critical gaps in our present understanding of shared leadership processes. Consequently, a model summarising a proposed research agenda for future studies is provided, highlighting the need for such research to focus on the practices of people in interaction.

COHANIER, B., BAKER, R. C., GIBASSIER, D. (2018)

ENVIRONMENTAL MANAGEMENT CONTROLS AT MICHELIN - HOW DO THEY LINK TO SUSTAINABILITY? *SOCIAL AND ENVIRONMENTAL ACCOUNTABILITY JOURNAL*, 38 (1), 75-96.

The purpose of this paper is to study the evolution of environmental management controls of the Michelin Company, and see how they achieve – or not, to bring Michelin closer to a contribution to sustainability. By putting Michelin's environmental management controls in perspective with the expectations of the literature in terms of building the 'right' package for environmental controlling, we discuss how the efforts of a large French company over the years contribute – or not, to bring its performance closer to a contribution to sustainability.

Muñoz, P., COHEN, B. D. A (2018)

COMPASS FOR NAVIGATING SHARING ECONOMY BUSINESS MODELS. *CALIFORNIA MANAGEMENT REVIEW*, 61 (1), 114-147.

The sharing economy has emerged in recent years as a disruptive approach to traditional business models. Drawing on a multi-year research program and a design-based methodology, this article introduces a framework and generative tool called the Sharing Business Model Compass. As an actionable framework, the Compass helps elucidate the multiple, innovative forms sharing economy businesses are adopting. As a generative tool, it enables entrepreneurs, investors, incubators, and incumbents interested in entering the sharing economy to create, present, and evolve a compelling sharing business model as well as evaluate its extent of robustness.

Muñoz, P., CACCIOTI, G., COHEN, B. D. (2018)

THE DOUBLE-EDGED SWORD OF PURPOSE-DRIVEN BEHAVIOR IN SUSTAINABLE VENTURING. *JOURNAL OF BUSINESS VENTURING*, 33 (2), 149-178.

This paper examines the relationship between purpose and purposeful organizing and how such arrangements influence the entrepreneurial journey as sustainable ventures move from idea to markets. We leverage an iterative multi-stage process-tracing design to understand the mechanisms whereby 14 different B Corp certified organizations embed purpose before, during and after the certification process. Our analyses reveal three types of venture paths for purpose-driven entrepreneurs, which are shaped by distinct imprinting sequences with three critical sensitive windows playing a pivotal role: the definition of scope of purpose, timing of purpose formalization through B Corp Certification and shifts in the source of feedback. Different imprinters occurring within the critical sensitive windows shape particular imprinting sequences triggering situations of both productive and counterproductive path development. Our results challenge the assumed linear relationship between purpose and purposeful organizing and more specifically the belief that seeking (purposeful) B Corp certification at firm foundation is necessarily productive for society and for the ventures themselves regardless of when the certification is achieved.

LOVRETA, L., MLADENOVIĆ, Z. (2018)

DO THE STOCK AND CDS MARKETS PRICE CREDIT RISK EQUALLY IN THE LONG-RUN? TO APPEAR IN *EUROPEAN JOURNAL OF FINANCE*.

In this paper, we examine the existence and stability of the long-run equilibrium relation between the price of credit risk in the stock and CDS markets for a sample of non-financial iTraxx Europe companies during the 2004-2017 period. We show that standard cointegration tests with no breaks frequently fail to detect cointegration. Once we formally account for the breaks in the cointegrating vector, we are able to detect cointegration over the entire sample period for the vast majority of the companies considered. An application of these results to CDS-equity trading shows that the profitability of traditional trading strategies crucially depends on the presence of cointegration and on the stability of the cointegrating vector. Finally, we find that CDS illiquidity factors decrease the likelihood of the stock and CDS market cointegration.

LOVRETA, L., FORTE, S. (2018)

VOLATILITY DISCOVERY: CAN THE CDS MARKET BEAT THE EQUITY OPTIONS MARKET? TO APPEAR IN FINANCE RESEARCH LETTERS.

In this study, we derive a CDS implied equity volatility index from highly liquid one-year contracts in the Eurozone, and for the inclusive period 2008–2014. We analyze the relationship between this volatility index and the VSTOXX 12 M within a fractionally cointegrated vector autoregressive (FCVAR) model. Our results confirm a stationary long-run equilibrium relationship between the two volatility indices in which the CDS implied index plays the leading role.

LOVRETA, L., SILAGHI, F. (2017)

THE SURFACE OF IMPLIED FIRM'S ASSET VOLATILITY. TO APPEAR IN *JOURNAL OF BANKING & FINANCE*.

This paper analyzes the surface of CDS implied firm's asset volatility at the aggregate market level, using a sample of European investment-grade firms during the 2007–2014 period. The term structure of asset implied volatilities is backed-out from the term structure of CDS spreads, while the moneyness dimension is proxied by the ratio of the default barrier to asset value. We find both a downward sloping term structure and a negative skew. Principal component analysis on the entire volatility surface shows that the first four components interpreted as a level, a term structure, a skew and a moneyness-related curvature mode capture 86% of the daily variation in asset implied volatility. We also find that the term structure slope is related to market and funding illiquidity, investors' risk aversion, informational frictions, demand/supply factors and momentum.

KRAUSE, D., LUZZINI, D. G. M., LAWSON, B. (2018)

BUILDING THE CASE FOR A SINGLE KEY INFORMANT IN SUPPLY CHAIN MANAGEMENT SURVEY RESEARCH. TO APPEAR IN *JOURNAL OF SUPPLY CHAIN MANAGEMENT*.

Survey research is appropriate and necessary to address certain types of research questions. In this paper, we acknowledge the ongoing debate about survey research and focus specifically on examining the conditions under which a study might validly utilize data provided by a single respondent. To this end, we summarize the main challenges that survey research in supply chain management faces when dealing with single respondents and later argue that having multiple respondents does not necessarily represent a cure-all solution. Next, we discuss the concept of alignment in survey research and explore the characteristics of research questions that can be addressed through single key informants. We conclude the paper by suggesting that researchers should carefully consider the appropriateness of single key informants in light of the type of research question and also clearly support such choice when describing the method adopted.

MAESTRINI, V., LUZZINI, D. G. M., CANIATO, F., MACCARRONE, P., RONCHI, S. (2018)

THE IMPACT OF SUPPLIER PERFORMANCE MEASUREMENT SYSTEMS ON SUPPLIER PERFORMANCE: A DYADIC LIFECYCLE PERSPECTIVE. TO APPEAR IN *INTERNATIONAL JOURNAL OF OPERATIONS AND PRODUCTION MANAGEMENT*.

The purpose of this paper is to empirically investigate the impact of a mature supplier performance measurement system (SPMS) adoption all along its lifecycle phases (i.e. design, implementation, use and review) on the suppliers' performance. The research hypotheses have been tested on a final sample of 147 pairs of buyer-supplier responses, collected by means of a dyadic survey involving manufacturing firms and one key supplier of their choice. The research framework has been tested through a structural model using PLS regression. Considering the joint effect of all the four SPMS phases on supplier performance, the findings show that the system use and review play a prominent effect: the former have a positive impact on supplier quality, delivery and sustainability performance; the latter positively affects supplier delivery, innovation and sustainability. A mature design displays a positive effect on supplier sustainability performance, while a mature implementation results to negatively affect supplier innovation performance. Finally, cost performance is not impacted by any of the four phases. This study contributes to the open debate regarding the relationship between SPMSs and actual supplier performance improvement. In particular, the lifecycle perspective is introduced to clearly distinguish among each phase of adoption and assess their relative impact on supplier performance. Besides, the dyadic nature of the

study allows to investigate different subcomponents of supplier performance jointly considering the buyer company and supplier company perspective, thus achieving a more insightful and robust information.

MAESTRINI, V., MARTINEZ, V., NEELY, A., LUZZINI, D. G. M., CANIATO, F., MACCARRONE, P. (2018)

THE RELATIONSHIP REGULATOR: A BUYER-SUPPLIER COLLABORATIVE PERFORMANCE MEASUREMENT SYSTEM. *TO APPEAR IN INTERNATIONAL JOURNAL OF OPERATIONS AND PRODUCTION MANAGEMENT.*

The purpose of this paper is to propose an innovative buyer-supplier performance measurement system (PMS) (called relationship regulator – RelReg), aimed at stimulating collaboration on mutual performance. The RelReg is described all throughout the phases of its lifecycle: first, design features and visual representation of the new measurement framework are reported; second, guidelines on how to implement, use and review the system are provided, highlighting the role of the buyer and the supplier at each step. A theory building and testing approach is applied. The RelReg developed features primarily ground on previous scientific contributions matched with empirical evidence collected through case studies, workshops and focus groups. The resulting conceptual model is then validated through a dyadic buyer-supplier case study. Two conceptual frameworks are provided: the RelReg dashboard – a multidimensional PMS; and the RelReg lifecycle – set of activities to be performed by both the buyer and the supplier all along the adoption process. Moreover, empirical insights on relevant issues to be considered when adopting the RelReg are reported. The RelReg represents an innovative and smart tool, allowing buyer-supplier dyads to collaborate on relationship performance.

LUZZINI, D.G.M, MAESTRINI, V., CANIATO, F., RONCHI, S (2018)

EFFECTS OF MONITORING AND INCENTIVES ON SUPPLIER PERFORMANCE: AN AGENCY THEORY PERSPECTIVE. *INTERNATIONAL JOURNAL OF PRODUCTION ECONOMICS*, 203, 322-332.

This study empirically investigates the relationship between two key supplier performance measurement and management practices (i.e. monitoring and incentives) and suppliers' operational performance. Grounding on agency theory, a theoretical framework is proposed identifying the mediation effect of goal congruence and supplier opportunism within the direct relationship between monitoring/incentives and suppliers' operational performance. Related hypotheses are tested by applying structural equation modelling on a final sample of 305 responses, collected from a cross-country survey. Results uncover a nuanced and insightful picture: both monitoring and incentives positively affect the suppliers' operational performance. Goal congruence does not result as a significant mediator whereas supplier opportunism mediates the monitoring-performance relationship and the incentives-performance relationship. However, contrary to expectations, providing incentives to suppliers increases the chances of opportunistic behaviours, which in turn diminishes suppliers' operational performance. While the key empirical evidence supports the general positive impact of monitoring and incentives on performance, incentives appear as a double-edged sword due to their potential counterproductive effect in increasing supplier opportunism.

PULLMAN, M., LONGONI, A., LUZZINI, D.G.M. (2018)

EMERGING DISCOURSE INCUBATOR: THE ROLES OF INSTITUTIONAL COMPLEXITY AND HYBRIDITY IN SOCIAL IMPACT SUPPLY CHAIN MANAGEMENT, *JOURNAL OF SUPPLY CHAIN MANAGEMENT*, 54 (2), 3-20.

Supply chain research and practice has moved beyond green or environmental issues to include social issues. But much of the focus still remains on attempts of large companies to reduce social harm along their supply chains rather than creating social good. At the same time, research investigating the role of NGOs in supply chains or humanitarian logistics often emphasizes temporary initiatives and overlooks long-term viability. This conceptual paper seeks to expand the playing field by looking at how social enterprises manage their supply chains to generate social benefit while maintaining or improving their financial viability in the long term. Our contribution is to consider those socially motivated organizations that lie on the continuum between purely social and purely commercial enterprises. We consider how these organizations manage their supply chains for social impact and define this area as social impact supply chain management (SISCM). In this work, we view these organizations and managerial issues through the lens of institutional complexity, that is, the presence of multiple and possibly

conflicting institutional logics in the focal organization. We propose that, for these organizations, supply chain strategy, stakeholder identification and engagement, and relationship management might differentiate SISCAM from traditional supply chain management. And as a result, we offer future research directions that might add clarity to effective SISCAM.

MAESTRINI, V., LUZZINI, D.G.M, MACCARRONE, P., CANIATO, F. (2018)

SUPPLIER PERFORMANCE MEASUREMENT SYSTEMS: COMMUNICATION AND REACTION MODES. TO APPEAR IN INDUSTRIAL MARKETING MANAGEMENT.

The paper examines the dynamics arising from the adoption of supplier performance measurement systems along the supply chain, specifically considering: (1) the way the buyer company communicates the performance information to the supplier and (2) the way the supplier reacts to the performance reported. The empirical investigation consists of multiple case studies, including nine big multinational companies within three tiers of the automotive supply chain: Elaborating on the theoretical nuance of Signalling Theory, four different communication modes from the buyer side (measuring actor – the Signaller) and three different reactions from the supplier side (measured actor – the Receiver) have been identified, each emerging under different circumstances. The relationship among the communication and reaction modes along the supply chain is critically discussed.

PATRUCCO, A., LUZZINI, D.G.M., WALKER, H., RONCHI, S (2018)

WHICH SHAPE FITS BEST? DESIGNING THE ORGANIZATIONAL FORM OF LOCAL GOVERNMENT PROCUREMENT. TO APPEAR IN *JOURNAL OF PURCHASING AND SUPPLY MANAGEMENT*.

The way that public procurement activities are organized has an impact on the performance of public institutions. By reviewing the literature on public procurement organization dimensions this study offers a conceptual framework for public procurement organizational design, distinguishing between the macro, micro and process level dimensions. The framework is tested across the procurement departments of 15 local governments in Wales and Italy. We identify six alternative organizational configurations, differing in their level of centralization and their procurement status within the institution. Their suitability and potential for redesign depend on several internal and external contextual factors (goals, government decision, regulation, geographical environment) in line with the contingency view of organizational design.

PATRUCCO, A., LUZZINI, D.G.M., MORETTO, A. RONCHI, S (2018)

ATTRACTION IN BUYER-SUPPLIER RELATIONSHIPS: IMPROVING SUPPLY NETWORK PERFORMANCE THROUGH PURCHASING RECOGNITION AND PROFICIENT COLLABORATION INITIATIVES. TO APPEAR IN *BUSINESS PROCESS MANAGEMENT JOURNAL*.

The purpose of this paper is to shed light on the dynamics of buyer–supplier industrial relationships and the role of customer attractiveness—a requisite to obtain best efforts from suppliers involved in collaborative initiatives. The paper develops a theoretical framework tested through an international survey with a structured equation modeling approach. Results confirm that customer attractiveness positively affects both innovation and cost performance ensured by suppliers. Moreover, several direct and indirect antecedents of customer attractiveness are identified, including characteristics of the buying firm’s procurement department (i.e. procurement knowledge and procurement status) and supply chain relationship characteristics (i.e. proficiency of supplier collaboration and visibility). Because of the survey approach, the research results are limited to the data collected. Findings support the relevance of collaborative relationships in improving performance, and the key role procurement department could play in managing the multifaceted aspects of supplier collaboration. This paper investigates, on the one hand, why customer attractiveness is relevant for supply chain management, and what are the effects on innovation and cost performance ensured by suppliers; on the other hand, antecedents of customer attractiveness are considered, with a main focus on organizational and relational procurement variables.

MAESTRINI, V., LUZZINI, D. G. M., CANIATO, F., MACCARRONE, P., RONCHI, S. (2018)

MEASURING SUPPLY CHAIN PERFORMANCE: A LIFECYCLE FRAMEWORK AND A CASE STUDY. *INTERNATIONAL JOURNAL OF OPERATIONS AND PRODUCTION MANAGEMENT*, 38 (4), 934-956.

The purpose of this paper is to provide a conceptual framework of the supply chain performance measurement system (SCPMS) lifecycle (highlighting key activities of the design, implementation, use and review phases) and to investigate how the different actors involved in the SCPMS perceive the system and can act to allow for an effective adoption. The SCPMS lifecycle framework is developed grounding on performance measurement and supply chain (SC) management literature. To answer the two theory-building research questions, an in-depth case study involving seven firms across three tiers of the mass retail SC has been conducted. The empirical evidence highlighted potential SCPMS benefits (including operational performance improvement, higher control, lower information overloading and higher SC integration) and criticalities/barriers to an effective adoption (lack of industry standards, lack of trust regarding data reliability, SCPMS as a tool of power, lack of interest in the system and the performance metrics). Several elements characterizing the SCPMS lifecycle could increase its effective adoption: engaging SC partners in the design phase; relying on a rigorous primary data collection and performance measures calculation; and actively exploiting the tool through a systematic discussion on performance and establishing incentive/disincentives plans. The paper contributes to the conceptualization of SCPMSs and to clarify how to ensure an effective SCPMS adoption: apart from relationship-specific attributes, SCPMS lifecycle phases are suggested to have a key role.

HOLTSCHLAG, C., REICHE, S., MASUDA, A. D. (2018)

HOW AND WHEN DO CORE SELF-EVALUATIONS PREDICT CAREER SATISFACTION? THE ROLES OF POSITIVE GOAL EMOTIONS AND OCCUPATIONAL EMBEDDEDNESS. *APPLIED PSYCHOLOGY AN INTERNATIONAL REVIEW*.

We draw on theories of self-verification and situational strength to examine how and when core self-evaluations (CSE) predict career satisfaction. We tested our hypotheses using a time-lagged study with 139 alumni of two business schools across three measurement waves. Results showed that compared to individuals with lower CSE those with higher CSE were more satisfied with their careers because they associated more positive emotions with pursuing their career goals. However, a high degree of occupational embeddedness attenuated the indirect effect of the CSE–career satisfaction relationship through positive goal emotions and compensated for low levels of positive goal emotions. We discuss theoretical and practical implications.

ARGOULIDIS, P., SKARMEAS, D., KÜHN, A., MAVROMMATIS, A. (2018)

CONSUMERS' REACTIONS TO VARIETY REDUCTION IN GROCERY STORES: A FREEDOM OF CHOICE PERSPECTIVE. *EUROPEAN JOURNAL OF MARKETING*, 52 (9/1), 1931-1955.

This paper aims to propose a framework for psychological reactance–triggered adverse effects of variety reductions in grocery product categories on shoppers' patronage intentions. The paper tests this framework in two field studies with European shoppers. Participants perceived mild (let alone aggressive or conspicuous) variety reductions as a threat to their prior freedom of choice (i.e. a precondition for the occurrence of domain-specific reactance). Through lower satisfaction with the reduced variety and anger towards the grocer, this threat, in turn, fostered adverse patronage intentions. Such effects depended on product category nature (utilitarian vs hedonic) and shoppers' intrinsic need for variety, attitude towards private-label items and general proclivity towards experiencing reactance. By applying psychological reactance theory to a variety reduction context, this paper offers new implications for assortment reduction research. Certain limitations call for future reactance theory–framed inquiry. The findings caution against traditional grocers' drastic variety reduction policy and highlight conditions enabling assortment rationalisation without severely affecting freedom of choice. Drawing on notions such as “the tyranny of choice”, critics have urged traditional grocers to drastically reduce variety. However, this paper shows that shoppers perceive variety reductions as threats to their prior freedom, which traditional grocers themselves educated them to expect and enjoy.

COSTA, G., MAVROMMATIS, A., VILA, M., VALDÉS GANDARILLAS, S. (2018)

COLLABORATIVE RELATIONSHIPS BETWEEN MANUFACTURERS AND RETAILERS: A SUPPLY CHAIN COLLABORATION FRAMEWORK. *JOURNAL OF BUSINESS AND ECONOMICS*, 9(2), 148-154.

The main objective of this study is to develop a framework for supply chain collaboration between manufacturers and retailers, which includes managerial, behavioural and technical issues. It is claimed that collaborative relationships yield significant benefits in areas like the management of both the private label and national brand. However, supply chain collaboration has proved difficult to achieve and one of the reasons is a lack of understanding of the elements that make up supply chain collaboration. An exploratory multiple case study was carried out in the Spanish Fast Moving Consumer Goods industry, examining both retailers and manufacturers from a dyadic approach. From the different elements included in the supply chain collaboration model, the results seem to indicate that the ones used most are related to the design of the collaborative initiative and the behavioural aspects related to inter-organisational relationships (trust and mutuality) and human resources (longevity and informal cross-functional team working).

MARKOVIC, S., IGLESIAS, O., SINGH, J.J, BAGHERZADEH, M (2018)

CO-CREATION: A KEY LINK BETWEEN CORPORATE SOCIAL RESPONSIBILITY, CUSTOMER TRUST, AND CUSTOMER LOYALTY. TO APPEAR IN *JOURNAL OF BUSINESS ETHICS*.

In an ever more transparent, digitalized and connected environment, customers are increasingly pressuring brands to embrace genuine corporate social responsibility (CSR) practices and co-creation activities. While both CSR and co-creation are social and collaborative processes, there is still little research examining whether CSR can boost co-creation. In addition, while previous research has mainly related co-creation to emotional outcomes (e.g., customer affective commitment), limited empirical research has related it to rational outcomes (e.g., customer trust) and behavioral outcomes (e.g., customer loyalty). To address these shortcomings in the literature, this paper examines the influence of CSR on customer loyalty, considering the mediating roles of co-creation and customer trust. It also investigates the influence of co-creation on customer trust. The data were collected in Spain in late 2017 using an online panel of 1101 customers of health insurance services brands. Structural equation modeling was used to test the hypothesized relationships simultaneously. The results show that CSR influences customer loyalty both directly and indirectly through co-creation and customer trust. However, the indirect impact is the stronger of the two, implying that embracing co-creation activities and developing customer trust can make it easier for CSR practices to enhance customer loyalty. In addition, co-creation has a direct effect on customer trust.

LECHNER, C., SORTHEIX, F. M., OBSCHONKA, M., SALMELA-ARO, K. (2018)

WHAT DRIVES FUTURE BUSINESS LEADERS? HOW WORK VALUES AND GENDER SHAPE YOUNG ADULTS' ENTREPRENEURIAL AND LEADERSHIP ASPIRATIONS. *JOURNAL OF VOCATIONAL BEHAVIOR* 107, 57-70.

Who wants to become a business leader? We investigated whether young adults' work values (i.e., the importance placed on different job characteristics and rewards) predict their entrepreneurial aspirations (i.e., the intention to create a venture) and leadership aspirations (i.e., the intention to become a leader in a business context). Furthermore, we illuminated whether gender differences in work values contribute to the pervasive gender gap in these aspirations. Analyses in a sample of young adults from Finland (N = 1138) revealed that a higher importance placed on extrinsic rewards and a lower importance placed on security at age 21 predicted higher entrepreneurial and leadership aspirations at age 27 over and above personality, motivational, and sociodemographic factors. Additionally, a higher importance placed on social/interpersonal rewards predicted lower entrepreneurial but higher leadership aspirations; and a higher importance placed on autonomy predicted higher entrepreneurial aspirations. Gender differences in work values explained a substantial share of the gender gap in entrepreneurial and leadership aspirations. Here, men's higher endorsement of extrinsic rewards and lower endorsement of security proved most critical. These findings suggest that work values are implicated in shaping young people's aspirations to business leadership and contribute strongly to the gender gap therein.

Conferencias y seminarios · Conferences and Seminars

CARENYS FUSTER, JORDI

ASB Research Forum, "Introducing more IFRS principles o Disclosure, will the poor disclosers improve," IASB, Brussels. (2018).

XI European Conference on Game Based learning, "Accounting digital games' effectiveness: a structural equation modelling approach," Graz. (2018).

XLI European Accounting Association Conference, "Integration of digital games in accounting higher education: an analysis of its effectiveness," European Accounting Association, Milan. (2018).

COHANIER, BRUNO

2018 Annual Meeting of AOM: Chicago, IL United States, "The qualimetric approach of intervention-research in management accounting", Chicago, (August 2018).

Organization Development and Change 7th International conference and doctoral consortium, "Evolutionary Management of Corporate Social Responsibility at Michelin," Academy of Management / ISEOR, Lyon, France. (June 7, 2018).

Management Accounting Research Group (MARG), "Management Control Strategy and Corporate Social Responsibility at Michelin," LSE - ASTON BUSINESS SCHOOL, ASTON BUSINESS SCHOOL. (November 23, 2017).

LOVRETA, LIDIJA

25th Annual Multinational Finance Society (MFS) Conference, "Do the Stock and CDS Markets Price Credit Risk Equally in the Long-run?" Budapest, Hungary. (June 2018).

European Financial Management Association (EFMA) 2018 Annual Meetings, "Do the Stock and CDS Markets Price Credit Risk Equally in the Long-run?" Milan, Italy. (June 2018).

LUZZINI, DAVIDE

Academy of Management, "Reorganizing sustainable local seafood systems in the Mediterranean: a conceptual framework," Chicago. (August 2018).

Academy of Management, "Social Impact Supply Chain Management," Chicago. (August 2018).

AIMS, "Repenser les systèmes alimentaires marins en Méditerranée." (June 2018).

EUROMA Sustainability Forum, "Social Impact Supply Chains: A Typology for Social Impact Supply Chains," Kassel. (March 2018).

IPSERA, "Building the case for social impact supply chains: conceptualization and research agenda," Athens. (March 2018).

IPSERA, "Combining the power of distant capabilities: a research agenda" Athens. (March 2018).

IPSERA, "Creation of competitive advantage through supply management capabilities: a resource orchestration perspective" Athens. (March 2018).

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Decision Science Institute, "Attraction in Business Relationships: the strategic relevance of customer attractiveness to improve supply performance" (November 2017).

Performance Measurement and Management Control, "MEASURING AND MANAGING THE PERFORMANCE OF THE FIRM'S EXTERNAL SUPPLIERS," The Chartered Institute of Management Accountants, Nice, France. (September 2017).

MASSA-SALUZZO, FEDERICA

3rd Entrepreneurial Finance Conference, "Two Rights Make A Wrong: How The Clash Between Formal And Informal Green Initiatives Decreases Green Entrepreneurship," Politecnico di Milano. (June 26, 2018).

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MAVROMMATIS, ALEXIS

"On Relationship Value in International Marketing Channels", Global Alliance of Marketing & Management Associations (GAMMA) March 2018, Tokyo.

ROMAN, DAVID

"How Smartphones Improve the Effectiveness of Commercial Promotions". European Marketing Association Congress, Glasgow, (May 29, 2018).

VAZQUEZ SAMPERE, JUAN

Artificial Intelligence and the Netexplo Observatory, "How Artificial Intelligence Will Disrupt Companies," Netexplo UNESCO, Madrid. (June 14, 2018).

Netexplo Forum, "Creating a Decentralized Personal Economy," UNESCO, Paris. (February 13, 2018).

ICT Proposers' Day, "The Role of Startups in the European Artificial Intelligence (AI) Landscape," European Commission, Budapest. (November 8, 2017).

ICT Proposers' Day, "The State of Funding of Artificial Intelligence (AI) for Startups," European Commission, Budapest. (November 8, 2017).

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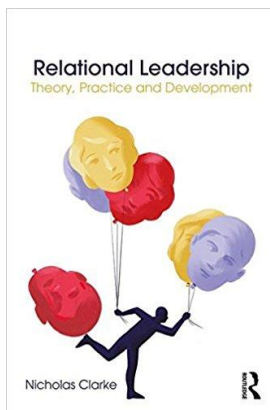
VIARDOT, ERIC

SOItmC & DEMI of the University Federico II of Naples (UNINA) 2018, "Internal and External Financing of Innovation: European Evidence", "The Society of Open Innovation: Technology, Market, and Complexity, Naples, Italy, (June 26, 2018).

Libros y capítulos de libros · Books and Book Chapters

CLARKE, NICHOLAS (2018)

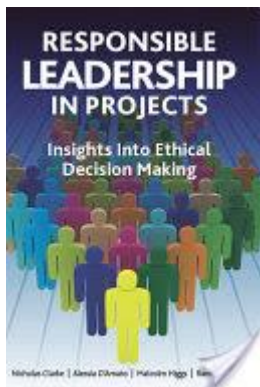
RELATIONAL LEADERSHIP: THEORY, PRACTICE AND DEVELOPMENT. EDITOR: ROUTLEDGE. ISBN: 978-1138659117



This book introduces readers to the most up-to-date research in this area and the differing theoretical perspectives that can help us better understand leadership as a relational phenomenon. Important characteristics of effective leadership relationships such as trust, respect and mutuality are discussed, focusing on how they develop and how they bring about leadership effects. Specific forms of relational leadership such as shared leadership, responsible leadership, global team leadership and complexity leadership are addressed in subsequent chapters. The book is the first to examine recent ideas about how these new forms of relational leadership are put into practice as well as techniques, tools and strategies available to organisations to help do so.

CLARKE, N., HIGGS, M., D'AMATO, A., & VAHIDI, R. (2018)

RESPONSIBLE LEADERSHIP IN PROJECTS. INSIGHTS INTO ETHICAL DECISION MAKING. EDITOR: PROJECT MANAGEMENT INSTITUTE. ISBN: 978-1628254778



Until now, there has only been a shallow understanding of how the leadership actions of project managers interact with ethics and social responsibility. Empirical research into this subject has been sparse. Responsible Leadership, by Nicholas Clarke, Alessia D'Amato, Malcolm Higgs, and Ramesh Vahidi is the first study to investigate how the relationships among managers, team members, and other stakeholders can bring about personal and ethical conflicts that impact decision making. In this groundbreaking book, the authors explore how those who serve as leaders on projects can exercise their roles in ways that respond to the ever-increasing need for ethical decision making. They examine the factors that enable and constrain responsible leadership, looking at the issues faced by project managers as they interact with team members and other stakeholders. Responsible Leadership also provides new insights into how project managers view the moral implications of conflicts that occur as they conduct their work and is a valuable addition to the project management toolkit.

CLARKE, NICHOLAS (2017)

INTERNATIONAL LEADER DEVELOPMENT IN GARAVAN, T., MCCARTHY, A., & CARBERY, R. A (ED.), A HANDBOOK OF INTERNATIONAL HUMAN RESOURCE DEVELOPMENT: CONTEXT, PROCESSES AND PEOPLE. EDWARD ELGAR PUBLISHING. ISBN: 978-1781954171



The multitude of definitions and increasing theoretical perspectives on leadership make it one of the most contested areas within the social sciences (Yukl, 2006). Although it is beyond the scope of this chapter to review the range of perspectives and theories on leadership, the argument that notions of leadership and, indeed, leadership effectiveness might be contested, becomes an important consideration in a chapter that seeks to examine the intersection of leadership and international human resource development (IHRD). It prompts key questions that can help to delineate the terrain that such a chapter as this might cover. First and perhaps self-evident, is to what extent are aspects of leadership culturally distinctive? If there are differences in how

effective leadership is perceived in different cultures, what implications does this have for theory and practice in leader development? Second, to what extent is or could leadership development practices be subject to cultural differences? Could for example, cultural values or national differences in HR practices potentially influence either the choice or effectiveness of those methods traditionally used in the West to develop leaders from differing cultural backgrounds? The aim of this chapter is to explore these questions based on what we know to date from the literature.

COHANIER, B., BAKER, R. C. (2018)

CORPORATE SOCIAL RESPONSIBILITY AT MICHELIN IN NOVA SCIENCE PUBLISHERS (ED.), CORPORATE SOCIAL RESPONSIBILITY (CSR): PRACTICES, ISSUES AND GLOBAL PERSPECTIVES. U.S.A.: NOVA SCIENCE PUBLISHERS. ISBN: 978-1536132533



Corporate Social Responsibility is a topic that has gained widespread significance in recent years in a variety of academic disciplines, as well as in corporate boardrooms. Edited by Professor C. Richard Baker of Adelphi University, New York, this book presents nine original chapters addressing CSR practices and issues from a global perspective. The expert authors come from a variety of different countries and as a result they offer a global perspective on issues related to CSR. The areas of specialization of the authors range from banking and investment management, to marketing luxury goods, to construction and manufacturing. The approaches towards CSR include methodological perspectives ranging from theoretical studies, to empirical analyses, to surveys and case studies. As a whole, the authors take the position that CSR is both important and something which should be encouraged on a worldwide basis. This book may be a useful accompaniment to both undergraduate and graduate courses with a focus on business and society, corporate social responsibility as well as business ethics and management. In addition, it would be a useful resource for academics interested in pursuing research on CSR issues and business executives interested in studying CSR practices from a global perspective.

COLL, J.M (2018)

“WISE CITIES IN THE MEDITERRANEAN: CONCEPTUAL FRAMEWORK AND CASES” IN ECKART WOERTZ, (ED) WISE CITIES IN THE MEDITERRANEAN? CHALLENGES OF URBAN SUSTAINABILITY. ISBN: 978-8492511570



Cities are home to over half the world's population, consume a majority of its resources and cause a large share of its waste. Cities are both a challenge for global sustainability and crucial for its solution. Their settlement density and networks of creativity provide the space and the ideas for improved resource management. Above all they epitomise the needs and aspirations of their citizens. They are spaces of longing and belonging with promises of social equitability, individual freedom and political participation.

Cities on the southern and northern shores of the Mediterranean are among the oldest in the world and can draw on rich traditions of architecture, urban development and municipal administration. Yet, there are fundamental differences between these cities. Mega-cities like Istanbul and Cairo grapple with different challenges than medium-sized cities along the Côte d'Azur that have higher per capita incomes and better infrastructure. Cities in the north of the Mediterranean also have stronger traditions of municipal self-governance and autonomy.

For all their differences, Mediterranean cities share some of today's most common urban challenges, such as environmental degradation, gentrification and growing inequality, climate change, provision of services, mass urbanisation, migration, and the fourth industrial revolution, to name just a few. This book seeks to contribute to a necessary debate on the social and environmental sustainability of urban growth in the Mediterranean and beyond.

GARRIGA, ELISABET (2018)

NOVES TENDÈNCIES EN LA CREACIÓ I GESTIÓ D'EMPRESES SOCIALS. CASOS D'ESTUDI. ISBN: 978-8496998308



Elisabet Garriga colabora junto con otros profesionales en el libro “Noves tendències en la creació i gestió d'empreses socials”, en el que se detallan mediante casos prácticos en una o distintas disciplinas dentro de la gestión de empresas sociales.

SALES, XAVIER (2018)

EL CONTROL DE LA GESTIÓN EN LA INNOVACIÓN. BARCELONA: LABED RESEARCH PROGRAM. ISBN: 978-8469794418

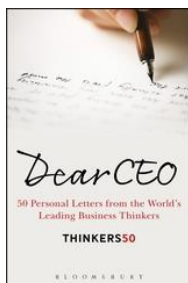


El objetivo de este libro es mostrar cómo los sistemas de control de gestión pueden influenciar el comportamiento de los directivos, empleados y colaboradores para favorecer todas las fases y etapas de la innovación y así aumentar las posibilidades de que se alcancen los objetivos de innovación. El libro está organizado siguiendo la estructura del modelo lógico de representación de un programa, en él se muestran recursos, actividades o procesos, productos o resultados y efecto o impacto, con el objeto de reflejar las relaciones de causalidad entre esos elementos. Se describe cada una de las fases de cada etapa y se sugieren los sistemas de control de gestión que mejor se ajustan a cada una de ellas según el modelo teórico de Merchant –controles por resultados, por acciones, personales y culturales–. De esta manera las aportaciones o recursos necesarios pueden ser recursos tangibles (capítulo 3), recursos intangibles (capítulo 4), estrategias de innovación definidas por la dirección (capítulo 5) y la estructura de la organización (capítulo 6). El proceso se divide en proceso creativo (capítulo 7) y en ejecución y gestión del proyecto de innovación (capítulo 8). Finalmente, los resultados, en esta fase se analizará la problemática de establecer y definir resultados (capítulo 9), el concepto de rentabilidad de la innovación (capítulo 10), las herramientas de decisiones de inversión en proyectos de innovación (capítulo 11) y el análisis de la creación de valor del proyecto de innovación (capítulo 12).

La utilización del modelo lógico en este trabajo permite articular el trabajo y organizar el proceso de innovación en etapas consecutivas diferenciadas con las que identificar las distintas herramientas de control. El trabajo también permite identificar la necesidad de usar controles de forma más interactiva al principio del proceso de innovación dado su rol de apoyo, de alentar las discusiones entre actores y de su capacidad de gestionar riesgos e incertezas. Mientras que en fases más avanzadas es posible utilizar las herramientas de control de manera más diagnóstica para monitorizar y corregir desviaciones.

VAZQUEZ, JUAN PABLO ET AL (2017)

DON'T BE A 'COO ON STEROIDS'; BE A CEO WHO 'FEELS LIKE THE FUTURE'. IN DEAR CEO: 50 PERSONAL LETTERS FROM THE WORLD'S LEADING BUSINESS THINKERS. PUBLISHER: BLOOMSBURY BUSINESS. ISBN: 978-1472950680



This collection of specially-commissioned letters offers clear, calming and concise advice from across the spectrum of current leadership thinking. Written by respected business thinkers around the world, these 50 letters provide guidance, wisdom and personal insight into the particular challenges facing the business world today and anyone in a senior position. Contributors include high-profile names such as Tom Peters, who stresses the importance of focussing on the people within an organization; Liz Mellon, who writes to her CEO about gender equality in the workplace; Chris Zook, explaining how a change of mentality can lead to exponential growth; and Linda Brimm, who discusses managing global cosmopolitans and a modern workforce. Dear CEO also features a foreword by Zhang Ruimin, Chairman and CEO of Haier Group. The 50 individual contributors are all recognised experts in the field of

leadership thinking; many are established authors, whether running successful businesses or representing top-flight business schools.

VAZQUEZ SAMPERE, J. (2018)

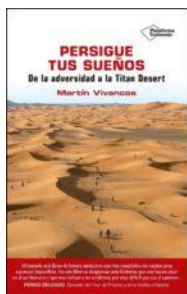
HUMAN DECISIONS THOUGHTS ON AI IN DISRUPTION EXPLAINS WHY AI CAN BE BETTER CEO THAN A PERSON IN HUMAN DECISIONS THOUGHTS ON AI. UNESCO PUBLISHING. ISBN 978-9231002632



This article analyses the conditions under which AI will replace humans as managers and how AI is being applied to Industry management. Accordingly, AI's abilities to make managerial decisions will be a progressive process, contingent on AI's capabilities to demonstrate efficiency in decision making. Decisions will become increasingly complex. There will be a moment where AI will outperform humans in strategic decision making, and finally replace their choices. Then it will be au revoir to decisions made by humans

VIVANCOS, MARTÍN (2018)

PERSIGUE TUS SUEÑOS. DE LA ADVERSIDAD A LA TITAN DESERT. EDITORIAL PLATAFORMA. ISBN: 978-8417114428



Persigue tus sueños es más que un título, es una filosofía de vida. Los testimonios y las historias que lo componen, convierten a cada uno de sus protagonistas en ejemplo inspirador y embajador del mensaje que contiene el título del libro. Martín Vivancos, su autor, ha convertido las siete entrevistas en retratos que expresan humanidad y superación. Desde diferentes situaciones de partida y de adversidad, todos sus protagonistas han compartido un mismo sueño: la Titan Desert, una carrera convertida en símbolo de superación.

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CARENYS, JORDI

JUGAR NO ES (SOLO) COSA DE NIÑOS
El Periódico, 26/09/2017

RETOS ACTUALES EN LA FORMACIÓN PARA LA DIRECCIÓN
Informe de Transformación del Conocimiento (GREF), julio 2018

COHEN, BOYD

NO ES UN GOLPE A LA ECONOMÍA COLABORATIVA
El Periódico, 22/12/2017

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JUBILADOS PRESENTES Y FUTUROS
El Periódico, 21/03/2018

LOGICA MANIQUEA
29/03/2018

CLAREDAT QUAN PARLEM DE PENSIONS
L'Econòmic, 08/04/2018

LA MENTIRA ES BARATA
11/05/2018

DE LLANOS, EMMA

NADA SERÁ COMO ANTES
El Periódico, 02/10/2017

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EXPLORAR
Indicador Tribuna, febrero 2018

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El Periódico, 27/03/2018

PATRUCCO, A., LUZZINI, D.G.M, RONCHI, S.

HOW PURCHASING CONTRIBUTES TO FIRMS COMPETITIVE ADVANTAGE? ENABLING PURCHASING CHARACTERISTICS IN SUPPORTING SUPPLIER COLLABORATIVE INNOVATION.
EXCELLENCE HA, nº 9, December 2017

NOGUERA, RAMON

EL TALENTO EN LAS CIUDADES DE LOS PRODIGIOS
El Periódico, 27/02/2018

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EL ARTE DE PREGUNTAR
Diari de Tarragona, 10/09/2017

DESVIAR-SE
L'Econòmic, 10/09/2017
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La opinión de Tenerife, 28/09/2017

LA FORMACIÓ EMPRESARIAL DEL FUTUR
El Punt Avui, 12/11/2017

TIEMPOS DE CONFLICTO
Diari de Tarragona, 26/11/2017

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L'Econòmic, 10/12/2017

TRANSFORMACIÓ
Diari de Tarragona, 14/01/2018

INNOVAR PER SER FELIÇ
L'Econòmic, 14/01/2018

INGENUIDAD
Diari de Tarragona, 11/02/2018

CELEBRAR LOS ERRORES
Diari de Tarragona, 11/03/2018

ELS SOMNIS I ELS SOMNIS
L'Econòmic, 11/03/2018

QUÈ AVORRIT ÉS SER INNOVADOR
L'Econòmic, 08/04/2018

SONREIR Y DAR LAS GRACIAS
Diari de Tarragona, 08/04/2018

NO HAY EXCUSAS
Diari de Tarragona, 20/05/2018

CREAR O NO CREAR
Diari de Tarragona, 10/06/2018
CREATIVITAT I BELLESA NATURAL
L'Econòmic, 10/06/2018

DESIGN THINKING A L'ESCOLA
L'Econòmic, 08/07/2018

LIDERAR Y CORRER RIESGOS
Diari de Tarragona, 15/07/2018

ROIG, PAU

FORMARSE PARA TRABAJOS QUE TODAVÍA NO
EXISTEN
Indicador Tribuna, junio 2018

FORMARSE PARA TRABAJOS QUE TODAVÍA NO
EXISTEN
IPMARK, 03/07/2018

ROMÁN, DAVID

ROBOTS PER TELEFONISTES
Viaempresa, 07/12/2017

GOOGLE, ¿ÁNGEL O DEMONIO?
Diari de Tarragona, 26/03/2018

SAMBOLA, RAFA

LAS PENSIONES Y EL AHORRO
Diari de Tarragona, 21/11/2017

LAS PENSIONES Y EL AHORRO
La Vanguardia, 07/12/2017

¿DE LAS "SUBPRIME" AL "SHADOW BANKING"?
El Periódico, 31/12/2017

RENTABILIDAD BANCARIA
Indicador d'Economia, 05/04/2018

VIARDOT, ERIC

TRES GRANDES RETOS EN UN MUNDO GLOBAL
El Periódico, 30/01/2018

VIVANCOS, MARTÍN

DEL "PACKAGING" AL "NEUROPACKAGING": HACIA
UN ENVOLTORIO TRIUNFADOR
Harvard Deusto Marketing & Ventas, nº 148,
marzo 2018

TRABAJOS DE PROFESORES ASOCIADOS:

COSTA, RAMON

LA MADUREZ DIGITAL DE LOS DIRECTIVOS,
SOMETIDA A EXAMEN
El Economista, 06/11/2017

DORSE, ANTONI

EL EFECTO INCLINACIÓN Y LAS CRISIS
INMOBILIARIAS
Tribuna Libre,

NAVARRO, EZEQUIEL

DESMONTANDO TÓPICOS DE LA TRANSFORMACIÓN
DIGITAL
28/05/2018

PIQUÉ, JOAN MIQUEL

LAS PENSIONES ESTÁN GARANTIZADAS
El Periódico, 15/10/2017

BUENA SUERTE CON EL BOICOT
Tribuna, 01/11/2017

YOUTUBE YA ES LA NUEVA TV
El Periódico, 04/03/2018

UN FUTUR D'EQUILIBRIS DIFÍCILS
El Punt Avui, 26/06/2018

RIBAS, JOAN

LA ESTABILIDAD ES CLAVE
El Periódico, 25/12/2017

SERRA, JUAN CARLOS; DOMINGUEZ, JORDI

RESPONSABLE DE 'MARKET ACCESS': EL
PROFESIONAL QUE OTORGA VALOR DIFERENCIAL AL
MEDICAMENTO
Harvard Deusto Marketing & Ventas,

SISMANIDOU, ATHINA

¿VACACIONES O FUGA DE PILOTOS?
El Periódico, 20/9/2018

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COHEN, BOYD

CONFERENCIA DE CIUDADES INTELIGENTES, Cámara de Comercio Estocolmo, 22-23 noviembre 2017

KNOPPEN, DESIRÉE

INNOVACIÓN EN LA SUPPLY CHAIN PARA UNA ECONOMÍA CIRCULAR, Universidad Rosario, Bogotá Colombia, noviembre 2017

PONTI, FRANC

ESTRATEGIAS DE CREATIVIDAD Y DESIGN THINKING, NISSAN Innovation Centre (Barcelona), 13 febrero 2018

NEUROCREATIVIDAD Y DESIGN THINKING, Consorcio Del Puerto De Bahía Blanca (Argentina), 26 marzo 2018

INTRODUCCIÓN A LAS NEUROCIENCIAS APLICADAS A LA CREATIVIDAD, Universidad del CEMA (Buenos Aires - ARGENTINA), 3 abril 2018

TALLER DE DESIGN THINKING APLICADO AL DESARROLLO DE NUEVOS PRODUCTOS, DANONE Innovation Center (Tenerife - Islas Canarias), 12 abril 2018

EMPRESA, TALENTO Y CREATIVIDAD: UN TRINOMIO GANADOR, Jornadas APD, Santiago de Compostela, 18 abril 2018

TALLER DE DESIGN THINKING, Universidad de Guadalajara (MEXICO), 21 junio 2018

DESIGN THINKING APLICAT AL MÓN DE L'EDUCACIÓ, Creativation Talks (Girona), 10 julio 2018

Estudios e informes · Studies and Reports

COSTA, JORDI (EADA) & ICSA (2017)

'Evolución Salarial 2007-2017'

Balears lidera varios rankings de indicadores de recuperación económica, pero no es así en materia de salarios. Los empleados de las Islas cobran un 11 % menos que la media estatal según el undécimo informe anual 'Evolución Salarial 2007-2017', de la consultora ICSA Grupo y EADA Business School. En general, el estudio destaca que los salarios en España se han estancado tras tres años con un crecimiento interanual del Producto Interior Bruto (PIB) superior al 3 % y una inflación del 1,5 %.

COSTA, RAMON (EADA) & ROCA SALVATELLA (2017)

II Informe sobre el nivel digital directivo en España

Presentación del II Informe del Nivel Digital Directivo, que hace un diagnóstico riguroso sobre el estado de la digitalización en los directivos de las empresas en España. Una investigación muy completa con datos actuales sobre la transformación digital de las organizaciones, su impacto, desarrollo y retos de futuro. Eada Business School, en colaboración con Roca Salvatella -Consultores especializada en la transformación digital de los negocios- evalúa el dominio de las habilidades digitales de 600 directivos, responsables de departamento y áreas, así como empresarios. Una muestra representativa por el gran volumen de participantes y por el perfil de los mismos, ya que participan grandes multinacionales y pequeñas empresas.

MASUDA, ALINE (EADA) & ICSA (2017)

'Diferencias salariales y cuota de presencia femenina'

Este estudio anual realizado por ICSA en colaboración con EADA Business School en su doceava edición, no podemos dejar de sentir una cierta frustración. Las mujeres ocupan algo más del 15% de los puestos directivos en España, lo que supone una leve mejoría respecto a 2017. Sin embargo, en 2008, la mujer ocupaba casi el 20%.

SAMBOLA, RAFA (EADA) & CEPYME (2017)

IX Diagnóstico Financiero de la Empresa Española

El 53% de las pequeñas y medianas empresas esperan llevar a cabo más contrataciones a lo largo de este año y tan solo un 14% prevé realizar ajustes, según se desprende de un estudio realizado por Cepyme y EADA Business School. Asimismo, la mayoría de las empresas encuestadas (8 de cada 10) prevé aumentar su cifra de ventas a lo largo de este año. Para los autores del informe, estos datos confirman la solidez de la economía española y que las medidas tomadas están «dando sus frutos».

COSTA, JORDI; SAMBOLA RAFA (2018)

"Las pensiones: la visión de directivos y profesionales"

Los ejecutivos y directivos españoles se informan mayoritariamente sobre su futuro como jubilados cuando han cumplido los 60 años; antes de esa edad, menos del 30 por ciento conoce cuánto cobrará cuando deje definitivamente de trabajar. Contrariamente, el 77 por ciento de quienes han cumplido los 60 años sí que conocen sus niveles de ingresos previstos para la jubilación. Esta es la principal conclusión que arroja este estudio realizado conjuntamente por los departamentos de Dirección de Personas y Dirección Financiera de EADA Business School, donde se refleja que del global de los altos cargos, solo un 30 por ciento tiene certidumbre acerca de su futuro financiero.

SAMBOLA, RAFA (2017)

II Ranking EADA-IBEX

Este trabajo está basado en un análisis fundamental de una selección de empresas del IBEX35, en donde se establece como primer objetivo la confección de un ranking para determinar aquellas sociedades con una mejor calificación económica y financiera.

Un segundo objetivo es que el lector tenga la oportunidad de disponer de una comparativa de un conjunto amplio de indicadores que le permitirá realizar su propio análisis o extracción de conclusiones.

Casos · Cases

BONET, JAUME (2018)

TIRE CITY, INC.: TEMPLATE

This case is based in a Financial Statements analysis and forecast in order to calculate the future financial needs. The case serves to consolidate some accounting concepts. It is very useful to learn how to use vertical percentage analysis and ratios for future financial statements forecast.

JUAN LÓPEZ, S.A.: PLANTILLA

This is a Capital Budgeting case comparing two possible investment projects (non-exclusive). The student must apply all the static and dynamic methods to calculate the profitability and convenience of each alternative. It is also useful to understand the meaning of cash flow.

PHUKET BEACH HOTEL

This is a a Capital Budgeting case comparing to two possible possible investing projects (exclusive) with different useful lives length. In addition of applying the static and dynamic analysis methods, the student will learn to calculate the equivalent annuity method to decide which one is better. There is included a WACC calculation and the cannibalisation effect due to the new investment project.

GARRIGA, E; SISTACH, F (2018)

SPECIALISTERNE SPAIN: SCALING IMPACT

THE CAJA DE INGENIEROS FOUNDATION AT THE CROSSROADS

MAVROMMATIS, A; BURMICKY, M (2018)

DESIGUAL: MANAGING A MULTICHANNEL CUSTOMER EXPERIENCE

With customers demanding a seamless experience, retailing is, by default, becoming omni- channel. In the case of Desigual, the company is currently applying a multichannel strategy with efforts to move to a cross-channel strategy. However, the degree of coordination and level of integration of more than 14 channels and touchpoints across more than 100 countries is not easy and requires considerable resources and capabilities.

SAMBOLA, RAFAEL (2017)

ALPHABET INC. Y SU ESTRUCTURA DE CAPITAL

La empresa Alphabet Inc. (antes Google Inc.) se ha distinguido durante estos últimos años por el rápido crecimiento de su facturación y por disponer de una estructura financiera con un alto volumen de recursos propios. El caso pretende analizar las ventajas e inconvenientes de una posible recompra de sus acciones, en el mercado de valores. En nuestro supuesto, dicha operación se efectuaría reduciendo su tesorería e iniciando un proceso de paulatino apalancamiento, presentando para ello diferentes escenarios. Para una compañía realizar este tipo de operaciones le puede permitir aumentar, su rentabilidad financiera, su beneficio por acción y consecuentemente el valor generado al accionista en el largo plazo.

SAMBOLA, RAFA (2018)

VISCOFAN: UNA APROXIMACIÓN A SU VALORACIÓN ECONÓMICA

Viscofan SA es una empresa líder mundial con sede en España dedicada a la industria del envasado, principalmente para productos cárnicos. La Compañía se centra en la fabricación y distribución de envolturas artificiales para una amplia gama de productos cárnicos. Incluyen celulosa, colágeno, fibrosa y plástico. El caso pretende que el participante aplique, a nivel introductorio, la metodología de valoración de empresas, mediante el descuento de flujos. También en el caso aparecen los conceptos de WACC, Betas, y rentabilidad esperada del accionista.

PAPELERAS DE LEVANTE

Mini caso para entender el análisis de un proyecto de inversiones y el impacto de la financiación mediante deuda. Permite elaborar un proyecto agregado para la selección de la inversión.

VIARDOT, ERIC (2017)

AMADEUS IT: GROW OR GO: THE STRATEGIC ROLE OF GROWTH IN THE DIGITAL WORLD

This case study is about Amadeus IT Group, a leading technology company dedicated to global travel and the tourism industry. In 2017 it is the leading Global Distribution System (GDS) but it has also diversified its activities in IT services. The company is directly affected by the emergence of innovative and disruptive business models in the travel and tourism industry. As an incumbent, Amadeus IT Group is now confronting new competitors such as venture-funded start-ups and consumer technology giants – such as Google, Facebook, and Instagram. Up to very recent years, the success of the company has been achieved only with organic growth. However, Amadeus IT Group recently decided to accelerate its innovation strategy and to develop external growth through the acquisition of other companies in order to adapt to the constant technological evolution of the travel sector. The case study examines Amadeus IT Group's profitable growth strategy and how the company has managed to become a global leader in the GDS (and tourism) industry. Then it introduces the recent disruptive models in the tourism industry in 2017 and their implications for Amadeus IT Group. Finally, the case study details the new acquisition strategy of Amadeus IT Group since 2013.

LIVE NATION ENTERTAINMENT: THE MASTER OF LIVE MUSIC

This case study is set in early 2017. It explores the strategic issue live music market leader Live Nation is facing at a time when the music industry is still feeling the shock of digital disruption. The case starts with a description of the music industry and live music's growing importance in it. The case provides details about the amount of customer spending on live music, the highest-grossing tours, and largest worldwide venues for concerts, as well as the major promoters of live music. The second part of the case presents the main facts for each year of the history of Live Nation since its creation in 2005. Finally, the case focuses on Live Nation's situation in early 2017. It describes Live Nation's four business segments and then analyses Live Nation's revenues and the evolution of its cost structure. It finally examines the strategic partnerships Live Nation has joined in order to complete its offer to music fans.

Notas técnicas · Technical Notes

KNOPPEN, D; LUZZINI, D (2018)

SUPPLY CHAIN MANAGEMENT: THE KEY CONCEPTS & FRAMEWORKS

This technical note is a summary of the basic concepts and techniques related to supply chain management. Three main content areas are covered: supply chain strategy and design; planning; and execution. Specific emphasis is given to transversal topic such as sustainability, risk management, and emerging technologies.

PONTI, FRANC (2018)

DESIGN THINKING: FROM IDEAS TO RESULTS

Esta nota técnica introduce al lector en la dinámica del Design Thinking, permitiéndole analizar e interpretar de forma práctica cada una de las cinco fases del proceso: empatizar con el usuario a través de entrevistas y observación in situ (1), definir las necesidades y el punto de vista del usuario (2), idear propuestas de solución y seleccionar las mejores (2), prototipar soluciones y recibir feedback (4) y testear con usuarios finales para la toma de decisiones (5).

Noticias Institucionales · Institutional news

El presidente de ACS, Florentino Pérez, toma el relevo del presidente de Telefónica, José María Álvarez-Pallete, al ser elegido como el mejor CEO de España en 2017, según la revista 'Forbes'.

Para figurar en este ránking, los 50 máximos ejecutivos han debido superar varios filtros. En primer lugar, todas las empresas debían ser cotizadas y estar presentes en los índices bursátiles españoles, además de haber logrado una rentabilidad superior a la media para sus accionistas. El segundo filtro lo representaba la votación de un jurado nacional e internacional compuesto por bancos de inversión, gestoras de activos, 'headhunters', consultoras y escuelas de negocios.

Aunque obviamente el jurado es anónimo, la revista FORBES decidió contactar con EADA Business School para solicitar la participación como jurado del profesor **Rafael Sambola** (autor del estudio I Ranking EADA-IBEX). Esto ha supuesto un trabajo y un análisis económico-financiero por parte del profesor Sambola sobre diferentes aspectos de las empresas seleccionadas.

“Riesgos y oportunidades del nuevo Reglamento General de Protección de Datos (RGPD) para el Sector de Consumer Healthcare”, es el título sobre el que versó la Mesa Redonda organizada por el Instituto Consumer Healthcare (ICH) y **EADA Business School**.

El proyecto Cemark, surgido del grupo de investigación biomédica en ginecología de la Vall de Hebrón para detectar de forma precoz el cáncer de endometrio, ha ganado la VII edición del **programa MAP de Eada Business School y Acció**, que impulsa la creación de start-ups de base tecnológica. El equipo de la start-up, que ha recibido 3.000 euros por el premio, está actualmente desarrollando el prototipo de un innovador kit para el diagnóstico rápido y mínimamente invasivo del cáncer de endometrio –el cuartomás frecuente entre las mujeres y el sexto en mortalidad–, que se pretende que llegue a los hospitales en un plazo de dos años.

El jurado de la VIII edición de los Premios SERES ha sido constituido para reconocer proyectos empresariales innovadores y socialmente comprometidos, según ha informado este lunes 18 de septiembre la entidad sin ánimo de lucro que promueve el compromiso de las empresas en la mejora de la sociedad con actuaciones responsables. El jurado de los Premios SERES se ha reunido este lunes para evaluar las candidaturas de los Premios SERES 2017, cuyo fallo valorará la innovación y el compromiso social de los proyectos participantes. La 8ª edición de estos galardones se celebrará el próximo 25 de octubre en Casa de América (Madrid) a partir de las 19.00 horas. Asimismo, integran el jurado Marta Muñiz, decana de la Facultad de Ciencias Sociales y de la Comunicación de la Universidad Europea; Marcos Peña, presidente del Consejo Económico y Social; Miguel Otero, director general del Foro de Marcas Renombradas Españolas; Carina Spilzka, presidenta Adigital; Pablo García-Valdecasas, director de la Unidad de Autónomos, Economía Social y RS de las Empresas; Juan Corona, director general del Instituto de Empresa Familiar; y Javier Caballero, gerente de 'ABC'. También forman parte del jurado Susana Gaspar, responsable del Área de Políticas Sociales de Cs; Mónica Silvana, secretaria del Área de Movimientos Sociales y Diversidad del PSOE; Fidel Rodríguez, director general de la Fundación de la Universidad Autónoma de Madrid; Javier Quintanilla, profesor ordinario y miembro del Consejo de Dirección de IESE Business School; **Rosa Salvadó, directora de Marketing Estratégico y Comunicación de EADA Business School**; y Barbara Manrique, directora de Comunicación de PRISA.

Del 12 al 13 marzo hemos tenido la visita del Peer Review Team de **AMBA** (Association of MBAs) para la reacreditación de los programas MBA que ofrece EADA (International MBA, Executive MBA, Global Executive MBA). Se ha conseguido la reacreditación AMBA para los próximos 5 años.



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