

**EUROPEAN  
CURRICULUM VITAE  
FORMAT**

(updated on November 1st,  
2024)



Name

Address

Telephone

E-mail

Nationality

Date of birth

**WORK EXPERIENCE**

- Dates (from – to)
- Employer
- Type of business or sector

- Occupation or position held

- Main activities and responsibilities

- Dates (from – to)
- Employer
- Type of business or sector

- Occupation or position held
- Main activities and responsibilities

- Dates (from – to)
- Employer
- Type of business or sector

**PERSONAL INFORMATION**

**ELIA STEFANO**

**VIA BORGAZZI 7 – 20900 MONZA MB (ITALY)**

**0039 02 23992756**

**stefano.elia@polimi.it**

Italian

17/09/1980

November. 2018 – present

**Politecnico di Milano** – P.zza Leonardo da Vinci, 32 – 20133 Milano (Italy)

Department of Management, Economics and Industrial Engineering

Dunning Centre Europe for International Business:

<https://www.mindset.polimi.it/the-dunning-centre-europe/>

Reshoring Group: <https://www.reshoringitaly.it/>

Economic MInDSET group: <https://www.mindset.polimi.it/>

Digital Export Observatory: <https://www.osservatori.net/en/research/active-observatories/export-digitale>

**Associate Professor/Rector's Delegate for International Relations with Western Europe (from 2023)**

**Research Interests:** multinational firms from emerging countries; offshoring and reshoring; micro-foundation of international business; strategic alliances and innovation performance; sovereign wealth funds.

**Teaching:** Invest in foreign markets Lab, International Business, Microeconomics.

Jan. 2011 – October 2018

**Politecnico di Milano** – P.zza Leonardo da Vinci, 32 – 20133 Milano (Italy)

Department of Management, Economics and Industrial Engineering

Center for Global Business and Institutions

**Assistant Professor**

**Research Interests:** multinational firms from emerging countries; inward foreign direct investments and geography of knowledge spillovers; offshoring and outsourcing of business services; reshoring; strategic alliances and innovation performance; micro-foundation of international business.

**Teaching:** Invest in foreign markets Lab, Accounting, International Business, Microeconomics.

Jan. 2010 – Dec. 2010

**Politecnico di Milano** – P.zza Leonardo da Vinci, 32 – 20133 Milano (Italy)

Department of Management, Economics and Industrial Engineering

Signature (Stefano Elia)

- Occupation or position held
- Main activities and responsibilities

### Research Fellow

**Research Interests:** Strategies of Multinational firms from emerging countries and impact on the host advanced economies; labor effects of outward Foreign direct investments; inward foreign direct investments and geography of knowledge spillovers.

**Teaching:** Accounting, International Business.

- Dates (from – to)
- Employer
- Type of business or sector
- Occupation or position held
- Main activities and responsibilities

Apr. 2006 – Dec.2006

**Politecnico di Milano** – P.zza Leonardo da Vinci, 32 – 20133 Milano (Italy)

Department of Management, Economics and Industrial Engineering

### Research Fellow

**Research Interests:** Labor effects of outward Foreign direct investments; inward foreign direct investments and geography of knowledge spillovers.

Teaching: Accounting, International Business.

## EDUCATION AND TRAINING

- Dates (from – to)
- Name and type of organization providing education and training

Jan. 2007 – Dec. 2009

SIPD - Inter-Polytechnic Ph.D. School, **Politecnico di Milano, Torino and Bari**  
CIBUL - Center for International Business Studies - **University of Leeds, UK**  
(Visiting period from Sept. 2008 to June 2009)

- Principal subjects/occupational skills covered

International Business; Research interests: acquisitions from emerging to advanced countries. Politecnico Supervisors: Sergio Mariotti and Lucia Piscitello. University of Leeds Supervisors: P.J. Buckley and M. Kafourous

- Title of qualification awarded

**Ph.D. in Management, Economics and Industrial Engineering** – Thesis defense: February 25, 2010. Thesis title: "Acquisitions from emerging to advanced countries: strategies of multinational companies and impact on the performance of Target Firms"

European Doctorate: February 22th, 2011.

- Dates (from – to)
- Name and type of organization providing education and training

Sep. 2004 – Sep. 2005

**Katholieke Universiteit Leuven** – Belgium

- Principal subjects/occupational skills covered

Economics

- Title of qualification awarded

**M.Sc. in Economics** – Final mark: cum laude ( 70.8%)

- Dates (from – to)
- Name and type of organization providing education and training

Sep. 1999 – June 2004

**Bocconi University**

- Principal subjects/occupational skills covered

Economics, Statistics and Social science

Signature (Stefano Elia)



- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Title of qualification awarded</li> </ul>                                 | <p><b>Degree in Economics, Statistics ad Social Sciences</b> - Final mark: 110/110.<br/>Thesis Title: "Substitution or Complementarity Between Trade and FDI? Empirical Analysis on European Union Investments and Trade with Eastern Countries"</p> |
| <ul style="list-style-type: none"> <li>• Dates (from – to)</li> </ul>  | <p>Sep. 1994 – Jul. 1999</p>   |
| <ul style="list-style-type: none"> <li>• Name and type of organization providing education and training</li> </ul> | <p>Classical High School: L. Dehon</p>   |
| <ul style="list-style-type: none"> <li>•Principal subjects/occupational skills covered</li> </ul>                  | <p>Classical subjects</p>  |
| <ul style="list-style-type: none"> <li>• Title of qualification awarded</li> </ul>                                 | <p>Classical High School Diploma - Final mark: 95/100</p>  |

**PERSONAL SKILLS AND COMPETENCIES**

MOTHER TONGUE

**ITALIAN**

OTHER LANGUAGES

**ENGLISH**

- Reading skills
- Writing skills
- Verbal skills

Excellent  
Excellent  
Excellent

**FRENCH**

- Reading skills
- Writing skills
- Verbal skills

Intermediate  
Basic  
Basic

SOCIAL SKILLS AND COMPETENCIES

Good teamwork, communication and adaption skills gained both during the Ph.D. studies, which implied research activities in cooperation with other colleagues and teaching to students, and during the real estate management work experience, which required continuous interactions with customers.

TECHNICAL SKILLS AND COMPETENCIES

Ability to organize work in coordination with partners, problem-solving capacities and ability to work under pressure and to comply with deadlines. These abilities were gained both during the Ph.D. studies, consisting of several deadlines along all the three years, and during the real estate management activity, which entailed tax deadlines and closing balances at the end of period.

ARTISTIC SKILLS AND COMPETENCIES

Ability to process data with specific software (e.g. Stata) and critical and analytical skills gained during the Ph.D. studies. Ability to manage the paperwork and to process tax burdens gained during the real estate management work experience.

Signature (Stefano Elia) 

OTHER SKILLS  
AND COMPETENCIES

Good knowledge of Microsoft Office package. Good knowledge of econometric software Stata. Good knowledge of software for the representation of maps Geoda

DRIVING LICENCE(S)

A – B

**ADDITIONAL INFORMATION**

In 1998 and 1999 I cooperated with the non-governmental organization COOPI (International Cooperation) to promote fundraising for charitable projects.

In 1999, 2000 and 2001 I gave school tuition of Latin and Greek to high school students.

**ANNEXES**

1. Publications
2. Fellowships
3. Seminars and Panels
4. Teaching and supervision
5. Research projects and networks
6. Awards
7. Editorial Activities
8. Administration Activities
9. Ph.D. schools
10. Conference Contributions

# 1. PUBLICATIONS

## Publications in international journals

1. Elia, S., Goerzen, A., Piscitello, L., & Valentino, A. (2024). "Re-Evaluating the Offshoring Decision: A Behavioural Approach to the Role of Performance Discrepancy". *Journal of Management Studies*, Vol. 61, Issue 1, pp. 178-229.
2. Barbaglia, M., Bianchini, R., Butticè, V., Elia, S., Mariani, M.M. (2023). "The role of environmental sustainability in the relocation choices of MNEs: Back to the home country or welcome in a new host country?" *Journal of International Management*, 29(5), 101059.
3. Vallone, T., Elia, S., & Greve, P. (2023). "International environmental complexity and the demand for generalists and specialists in executive selection". *Global Strategy Journal*, Volume13, Issue3, 581-619.
4. Buckley, P., Cavusgil, S. T., Elia, S., & Munjal, S. (2023). "The evolution of emerging economy multinationals." *Journal of Business Research*, 113746.
5. Elia, S., Larsen, M. M., & Piscitello, L. (2022). "Choosing misaligned governance modes when offshoring business functions: A prospect theory perspective". *Global Strategy Journal*, Volume13, Issue2, 251-280.
6. Barbieri, P., Boffelli, A., Elia, S., Fratocchi, L., & Kalchschmidt, M. (2022). "How does Industry 4.0 affect international exposure? The interplay between firm innovation and home-country policies in post-offshoring relocation decisions". *International Business Review*, 101992.
7. De Beule, F., Elia, S., Garcia-Bernardo, J., Heemskerck, E. M., Jaklič, A., Takes, F. W., & Zdziarski, M. (2022). "Proximity at a distance: The relationship between foreign subsidiary co-location and MNC headquarters board interlock formation". *International Business Review*, 101971.
8. Elia, S., Fratocchi, L., Barbieri, P., Boffelli, A., & Kalchschmidt, M. (2021). "Post-pandemic reconfiguration from global to domestic and regional value chains: the role of industrial policies". *Transnational Corporations Journal*, Vol. 28, No. 2, 2021
9. Elia, S., Greve, P., Vallone, T., Castellani, D. (2021). "The micro-foundations of industrial diversification through foreign acquisitions: the multifaceted role of CEO experience". *Long Range Planning*, 102104.
10. Elia, S., Giuffrida, M., Mariani, M.M, Bresciani, S. (2021). "Resources and digital export: An RBV perspective on the role of digital technologies and capabilities in cross-border e-commerce". *Journal of Business Research*, Vol. 132, pp. 158-169,
11. Elia, S., Kafourous, M., & Buckley, P. J. (2020). "The role of internationalization in enhancing the innovation performance of Chinese EMNEs: A geographic relational approach". *Journal of International Management*, Vol. 26, 100801.
12. Barbieri, P., Boffelli, A., Elia, S., Fratocchi, L., Kalchschmidt, M., & Samson, D. (2020). "What can we learn about reshoring after Covid-19?". *Operations Management Research*, Vol. 13, pp. 131-136.
13. Elia, S., Munjal, S., & Scalera, V. G. (2020). "Sourcing Technological Knowledge Through Foreign Inward Licensing to Boost the Performance of Indian Firms: The Contingent Effects of Internal R&D and Business Group Affiliation". *Management International Review*, 1-27.
14. Alon, I., Elia, S., Li, S. (2020). "Greenfield or M&A? An institutional and learning perspective on the establishment mode choice of Chinese outward investments". *Journal of International Management*, Vol.26, Issue 3, 1-17.
15. Elia, S., Larsen, M., Piscitello, L. (2019). "Entry mode deviation: a behavioral approach to internalization theory". *Journal of International Business Studies*, Vol. 50, Pages 1359–1371.
16. Elia S., Massini, S., Narula, R. (2019). "Disintegration, modularity and entry mode choice: Mirroring technical and organizational architectures in business functions offshoring". *Journal of Business Research*, Vol. 103, Pages 417-431.
17. Elia, S., Messeni Petruzzelli, A., Piscitello, L. (2019). "The impact of cultural diversity on innovation performance of MNC subsidiaries in strategic alliances". *Journal of Business Research*, Vol. 98, Pages 204-213
18. Barbieri, P. Elia, S., Fratocchi, L., Golini, R. (2019). Relocation of second degree: Moving towards a new place or returning home? *Journal of Purchasing and Supply Management*, Vol. 25, 100525, pp. 1-14
19. Elia, S., Giuffrida, M. and Piscitello, L. (2019). Does e-commerce facilitate or complicate SMEs' internationalisation?. *ICE, Revista De Economía*, (909). <https://doi.org/10.32796/ice.2019.909.6901>
20. Albertoni, F., Elia, S., Piscitello, L. (2019). "Inertial vs. mindful repetition of previous entry mode choices: Do firms always learn from experience?". *Journal of Business Research*, Vol. 103, Pages 530-546

Signature (Stefano Elia)



21. Elia, S., Santangelo, G. (2017). "The evolution of strategic asset-seeking acquisitions by emerging multinationals". *International Business Review*, Vol. 26, No. 5, Pages 855–866.
22. Albertoni, F., Elia, S., Massini, S., Piscitello, L. (2017). "The Reshoring of Business Services: Reaction to Failure or Persistent Strategy?". *Journal of World Business*, Vol. 52, No. 3, Pages 417–430.
23. Caniato, F., Elia, S., Luzzini, D., Piscitello, L., Ronchi, S. (2015). "Location drivers, governance and performance in service offshoring". *International Journal of Production Economics*, Vol. 163: 189–199.
24. Elia S., Caniato F., Luzzini D., Piscitello L., (2014) "Governance choice in global sourcing of services: the impact on service quality and cost saving performance". *Global Strategy Journal*, Vol. 4, no. 3, pp. 181–199. Video-abstract: [https://www.youtube.com/watch?v=i4cwrLH\\_6kE](https://www.youtube.com/watch?v=i4cwrLH_6kE)
25. Mariotti S., Piscitello L., Elia S. (2014) "Local Externalities and Ownership Choices in Foreign Acquisitions by Multinational Enterprises". *Economic Geography*, Vol. 90, no. 2, pp. 187-211.
26. Albertoni, F. and Elia S. (2014). "The global sourcing of business services: evidence from the Offshoring Research Network survey". *Journal of Industrial and Business Economics*, Vol. 41 (2): 131-146
27. De Beule F., Elia S. and Piscitello L. (2014). "Entry and access to competencies abroad: Emerging Market Firms versus Advanced market Firms". *Journal of International Management*, Vol. 20, No. 2, pp. 137–152
28. Buckley, P.J., Elia, S. Kafouros, M. (2014) "Acquisitions by emerging market multinationals: Implications for firm performance", *Journal of World Business*, Vol. 49, no. 4, pp. 611-632.
29. Elia S., Buckley P. J., and Kafouros M. (2014), "FDI from emerging to advanced countries: some insights on the acquisition strategies and on the performance of target firms", *Journal of Industrial and Business Economics*, Vol. 38 (1), pp. 181 - 197.
30. Rabbiosi L., Elia S., Bertoni F. (2012). "Acquisitions by EMNCs in Developed Markets: An Organisational Learning Perspective", *Management International Review*, Vol. 52, no. 2., pp. 193-212.
31. Elia S., Maggi E., Mariotti I. (2011). "Does the transport industry gain from manufacturing internationalization? An empirical investigation on the Italian regions". *European Transport \ Trasporti Europei*, Vol. 49, pp. 53 – 74.
32. Mariotti S., Piscitello L. and Elia S. (2010). "Spatial agglomeration of multinational enterprises: The role of information externalities and knowledge spillovers". *Journal of Economic Geography*, Vol. 10, no: 4, pp. 519 - 538.
33. Buckley P. J., Elia S. and Kafouros M. (2010). "Acquisitions from emerging countries: What factors influence the performance of target firms in advanced countries?". *European Journal of International Management*, Vol. 4, n.1, pp. 30 – 47.
34. Elia S., Mariotti S., and Piscitello L. (2010). "Spatial agglomeration of multinational enterprises: determinants and policy implications" – *Journal of Industrial and Business Economics*, Vol. 37 (4), pp. 39-68.
35. Elia S., Mariotti I. and Piscitello L. (2009). "The impact of outward FDI on the home country's labour demand and skill composition". *International Business Review*, Vol. 14, n. 4.

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## Publications in national journals

1. Barbieri, P., Boffelli, A., Di Stefano, C., Elia, S., Fratocchi, L., Kalchschmidt, M., Pensa, C. (2022). Processi di reshoring nella manifattura italiana. *Rivista di Politica Economica*, N. 1-2022, pp. 79 – 114.
2. Elia S., Mariotti I., and Piscitello L. (2008). "Gli effetti dell'investimento diretto all'estero sulla domanda di lavoro in Italia" (*The effects of outward foreign direct investments on the labor demand in Italy*). *L'Industria*, 3/2008, pp. 433-460.
3. Elia S. and Mariotti S. (2007). "L'agglomerazione delle attività produttive a controllo estero in Italia". *Economia e Politica Industriale*, Vol. 34, n. 3.

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## Book chapters

1. Di Stefano, C., Elia, S., Garrone, P.; Piscitello, L. (2024), "Disentangling the Effects of Circular Economy Principles on GVCs' Activities, Configuration, and Governance". In van Tulder, R., Grøgaard, B., Lunnan, R. (Eds), *Walking the talk? Transitioning towards a sustainable world*, Emerald Publishing Limited, ISBN: 9781835491188, (pp. 319-333).
2. Elia, S., Barbaglia, M., Buttice, V., & Bianchini, R. (2024), "De-internationalization or re-internationalization? The role of environmental sustainability at firm and country-level", In van Tulder, R., Grøgaard, B., Lunnan, R. (Eds), *Walking the talk? Transitioning towards a sustainable world*, Emerald Publishing Limited, ISBN: 9781835491188, (pp. 197-221).
3. Elia, S., Hoxha, G., & Piscitello, L. (2024). "Corporate Social Responsibility, Irresponsibility, and Firms' Financial Performance: Evidence from Emerging versus Developed Countries" In van Tulder, R., Grøgaard, B., Lunnan, R.

Signature (Stefano Elia)



(Eds), *Walking the talk? Transitioning towards a sustainable world*, Emerald Publishing Limited, ISBN: 9781835491188, (pp. 351-371).

4. Elia, S. and Renna, G. (2023). "Offshoring vs Further Offshoring: A Multi-level Analysis on the Firm-, Country- and Industry-Specific Drivers of Business Model Reconfiguration". in Marin A Marinov, Svetla T Marinova (Eds.), *Reconfiguration of Business Models and Ecosystems Decoupling and Resilience*; Taylor and Francis
5. Boffelli, A., Barbieri, P., Elia, S., Fratocchi, L., Kalchschmidt, M., Sirtori, D., & Spreafico, M. (2022). "Please don't go! Understanding the host-country factors affecting relocation choices to minimize job losses". In Larimo, Arte, Sousa, Ghauri, Mata (Eds), "Research Handbook on Foreign Exit, Relocation and Re-entry", (pp. 235-258), Edward Elgar Publishing.
6. Barbieri, P., Boffelli, A., Elia, S., Fratocchi, L., Kalchschmidt, (2020). "Covid-19 and Global Value Chains: Reconfiguration of Activities across Borders", in Marin A Marinov, Svetla T Marinova (Eds.), *Covid-19 and International Business*, Routledge.
7. Vallone, T., Elia, S., Greve, P., Longoni, L. and Marinelli, D. (2019), "Top Management Team Influence on Firms' Internationalization Complexity", Tulder, R., Verbeke, A. and Jankowska, B. (Ed.) *International Business in a VUCA World: The Changing Role of States and Firms* (Progress in International Business Research, Vol. 14), Emerald Publishing Limited, pp. 199-226. ISBN: 978-1-83867-256-0
8. Buckley, P.J., Elia, S. Kafouros, M. (2018) "Acquisitions by emerging market multinationals: Implications for firm performance", in Buckley (Ed.), "The global Factory", Elgar, UK, pp. 611-632, ISBN: 978 1 78643 132 5.
9. Albertoni, F., Elia, S., Piscitello, L. (2017). "Complementing the reshoring of manufacturing activities: the relocation of business functions", in Vecchi, A. (Editor), "Reshoring of Manufacturing - Drivers, Opportunities, and Challenges. Operations Management, MEOP - Measuring Operations Performance". Springer, UK.
10. Elia, S., Piscitello, L., Scalera, V. (2016). "Collaborative innovation within Chinese MNCs' international networks. The role of cultural and institutional distances", in Brennan, L. and Bakir, C. (Eds), "Emerging market multinationals in Europe", pp. 170-182, Routledge, London, ISBN 978-1-138-92018-7.
11. Bertoni F., Elia S., Rabbiosi L. (2012). "Outward FDI from the BRICs: Trends and Patterns of Acquisitions in Advanced Countries", in Marin A. Marinov and Svetla T. Marinova (eds.), "Emerging Economies and Firms in the Global Crisis", Palgrave Macmillan, ISBN: 1137277467
12. Elia S., Mariotti I., Piscitello L. (2009). "Outward investment and skill upgrading. Evidence from the Italian case", in Piscitello L., Santangelo G., eds., "Multinationals and local competitiveness", Franco Angeli, Milano, ISBN: 8856802643.
13. Elia S., Maggi E., Mariotti I. (2009). "Gli effetti dell'internazionalizzazione produttiva sulla domanda di lavoratori delle imprese logistiche nelle regioni italiane" (*The effects of productive internationalization on the labor demand of logistics companies in the Italian regions*), in Borruso G., Forte E., Musso E. (editors), "Economia dei trasporti e Logistica economica: ricerca per innovazione e politiche di governance", Giordano Editore, Napoli, pp. 571-594, ISBN: 978-88-95335-02-5.

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## Reports/Press Articles

1. Di Stefano, C., Elia, S., Garrone, P.; Piscitello, L. (2023), "The Circular Economy as a New Production Paradigm to Enhance Resilience of MNEs and the Economic System". AIB Insights, Vol. 23, Issue 3.
2. S. Elia, (2020). "Industry 4.0 and relocation choices: do digital technologies reduce the need for internationalisation of efficiency-seeking firms?". Published on the website of the School of Management of Politecnico di Milano, <https://www.som.polimi.it/en/industry-4-0-and-relocation-choices/>.
3. Elia, S., Giuffrida, M., and Piscitello, L. (2019). "E-commerce & SMEs' Internationalisation: The Usual "Liability of Story?". EIBAZine, No. 25, pp. 9-15.
4. Elia S., and Tajoli, L. (2019). "L'export digitale delle piccolo e medie imprese/Digital export of SMEs" – Article on the Report of the Italian Trade Agency, 2019 report.
5. Li, S., Alon, I, and Elia, S. (2018). "Chinese firms are learning to love the rules". Article published online on the East Asian Forum, <http://www.eastasiaforum.org/2018/06/02/chinese-firms-are-learning-to-love-the-rules/>
6. Elia, S. (2018). "Il futuro della Telemedicina è globale" (*The future of Telemedicine is global*), article published on the website of the Start-up "Ultraspecialisti", <https://www.ultraspecialisti.com/index.php/2018/06/25/il-futuro-della-telemedicina-e-globale/>
7. Garrone, P., Piscitello, L., Rotondi, V., Elia, S. (2017). "Assessing the impact of entrepreneurship training: the case of Empretec Panama". White paper, UNCTAD-Ginevra, presented at the XXII Empretec Directors Meeting of UN-Geneva, 6-7 December 2016.

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8. Albertoni, F., Elia, S., Fratocchi, L., Piscitello, L. (2015). "Returning from Offshore: What Do We Know?". AIB Insights, Vol. 14, No. 4, pp. 9-15.
9. Elia, S. et al. (2014). "Emerging market multinationals: opportunity or threat for Europe?". Policy Brief of COST Action IS0905 "The Emergence of Southern Multinationals and their Impact on Europe".
10. Albertoni, F., Elia, S. (2014) "Risk and strategies in global sourcing" – in "Red paper: The management of dominant suppliers", available at: <http://tinyurl.com/njsa8gk>

## 2. FELLOWSHIPS

- 2014-2016

Visiting Research Fellow, University of Leeds - Involvement in research activity and seminar on international business and emerging multinational firms

- 2013-2016

John H. Dunning Visiting Research Fellow in International Business and Strategy, Henley Business School, University of Reading - Involvement in research activity and seminar on international business theory and supply chain perspective.

- 2015

Marie Curie Fellow, Shanghai Jiao Tong University - Involvement in research activity on Chinese multinational companies and environmental innovation.

IUSE Research Fellow, IUSE (Istituto Universitario degli Studi Europei) - Involvement in research activity on Chinese multinational companies and environmental innovation.

## 3. SEMINARS AND PANELS

- 2023

Panel on "Digital Globalization: Understanding the Contours and Exploring new Questions, Data and Methods." Panellist; Elia, S.; Dhanaraj, C.; E., Yildiz; Sinkovics, R.; D., Slepnirov (organized for the 49th European International Business Academy (EIBA) Annual Conference – Lisbon, December 15-17).

Seminar on "Supply chain irresponsibility and (negative?) financial performance: a stakeholder and (predictive vs. prescriptive) expectancy violation theory approach", University of Reading, October 26<sup>th</sup> (online).

Panel on "Past, Present and Future of Emerging Market Multinationals: How Papers in JBR Special Issue Contribute to Advance Our Knowledge and to Set the Agenda for Future Research". Panellist: Buckley, P.J., Elia, S., Cavusgil, S.T., Munjal (organized for the 65st Academy of International Business (AIB) conference – Warsaw, July 6-9).

Seminar on "Sustainability, reshoring, and environmental stringency: a stakeholder and signaling theory approach", University of Bergamo – March 29<sup>th</sup>

- 2022

Panel on "Reconfiguration of Business Models and Ecosystems: Decoupling and Resilience". Panellists: S. Marinova, M. Marinov, J.-F. Hennart, S. Elia, E. Tavoletti, M. Yrjölä (organized for the 48th European International Business Academy (EIBA) Annual Conference – Oslo, December 08-10).

Panel on "Microfoundations and Strategic Role Interfaces in International Business". Panellist: Peder Greve, Stefano Elia, Dimitrios Georgakakis, Rakesh B. Sambharya, Irina Surdu, Mariano Heyden (organized for the 64st Academy of International Business (AIB) conference – Miami, July 5-9).

Panel on "Building Future-Ready Organisations through Excellence in Technology, Leadership and Intelligent Finance". Panellists: Indranil Bose Dean, Marja-Liisa Tenhunen, Zheng Gangqiang, Stefano Elia. (organized for the XVIIth International Conference on "Global Digital Transformation: Navigating Critical Technological, Socio-economic and Cultural Shifts to Build Future Ready Organisations" – New Delhi, February 11 – 12).

- 2021

Panel on "What is still emerging about EMNEs? Setting the agenda for future research". Panellist: Peter J. Buckley, Stefano Elia, Tamer Cavusgil, Surender Munjal. (organized for the 63st Academy of International Business (AIB) conference – Online, July 1-9).

- 2020

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Panel on “What is still emerging about EMNEs? Setting the agenda for future research”. Chair of the panel (organized for the 46rd Online European International Business Academy conference). Panellists: Peter J. Buckley, Stefano Elia, Tamer Cavusgil, Surender Munjal.

“Covid-19 and International Business: Change of Era”. Panel organized for the 46rd European International Business Academy conference.

- 2017

Panel on “*What is still emerging about EMNEs? Setting the agenda for future research*”. Chair of the panel (organized for the 43rd European International Business Academy conference – Milano, December 14-16). Panellists: Peter J. Buckley, Filip De Beule, Ram Mudambi, Rajneesh Narula, Grazia Santangelo.

Panel on “*Micro-funding the MNEs strategic choices in IB and management research*” – Co-Chair of the panel (organized in collaboration with Cristina Rossi Lamastra and with the FARB Project for the 43rd European International Business Academy conference – Milano, December 14-16). Panellists: Igor Filatotchev, Peder Greve, Pamela Sharkey Scott, Dana Minbaeva, Michał Zdziarski.

- 2016

Seminar on “*Learning from successes and from failures in entry mode choice: the case of business function offshoring*” – University of Bergamo, Bergamo, July 6th.

“*Repeated entry modes and growth perspectives: inertial or mindful learning?*” – Uppsala University, Uppsala, January 22nd.

- 2015

Seminar on “*Disentangling the role of modularity and bandwidth in entry mode choice: the case of business service offshoring*” – Politecnico di Milano, Milan, June 11th

Seminar on “*Disentangling the role of modularity and bandwidth in entry mode choice: the case of business service offshoring*” – University of Pisa, Pisa, March 3rd

- 2014

Seminar on “*Governance choice in global sourcing of services: the impact on service quality and cost saving performance*” – Solvay Brussels School of Economics and Management, Université Libre de Bruxelles, April 24th

Seminar on “*Moving forward in the relationship between entry mode and performance: towards a global value chain perspective*” - Henley Business School, University of Reading, February 5th

- 2011

Seminar on “*Who acquires whom? Capability upgrading strategies of emerging multinationals*” - Politecnico di Milano – Milan, March 29..

- 2010

Panel on “*Discussion on Motivations of M&A from BRICs and Implications for UK as Host Economy:*” – UK Trade and Investment Agency Seminars – London, May 27.

- 2008

Seminar on “*Acquisitions from emerging to advanced countries: what is the impact on the performance of target firms?*” – Leeds and Cambridge Universities joint seminar – Leeds (UK), December 15-16

Seminar on “*M&As from emerging to advanced countries: what is the impact on the performance of target firms?*” – Leeds University – Leeds (UK), December 3

Seminar on “*Do Western European FDI substitute for trade towards Eastern Europe?*” - Politecnico di Milano – Milan, January 8.

- 2007

Seminar on “*The effects of outward FDI on high and low skilled employment in Italy*” - Politecnico di Milano – Milan, November 6.

Seminar on “*The determinants of agglomeration of the economic activities: a comparison between multinational and national firms*” – Politecnico di Milano – Milan, April 3.

## 4. TEACHING AND SUPERVISIONS

Teaching: Post-Graduate

Signature (Stefano Elia)



- 2023, 2022

“Bootcamp in Global management”, one week course for MBA students – MIP Business School, Politecnico di Milano (in English).

- 2022, 2021

“International Business”, short course for Master Students – MIP Business School, Politecnico di Milano.

Module of “International Business” for EMBA students – MIP Business School, Politecnico di Milano.

- 2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014

Advanced topics in international business management – Module of General theory in International Business Management - University of Padova, Master in International Business for Small and Medium Enterprises (MIBS) (in English)

- 2021

“Doing Business in Italy”, teaching course for the students of the Robins School of Business, University of Richmond (in English)

Module of “Business Cases for FDI” for the MBA course “Going global” – MIP Business School, Politecnico di Milano.

- 2017, 2016, 2015

Co-director of the concentration week “Global Sourcing & Procurement of Services” organized for the MBA students of MIP, the business School of Politecnico di Milano (in English)

#### Teaching: M.Sc. and Undergraduate

- 2023, 2022, 2021, 2020, 2019, 2018, 2017, 2016

“Invest in foreign Market Lab”, course based on experimental and experiential learning involving external Top Managers of multinational enterprises. Students are also required to participate to the international global challenge “X-Culture”, organized by the University of North Carolina at Greensboro and involving more than 5,000 students coming from more than 150 universities of 70 different countries, organized in more than 900 Global Virtual Teams of 5-7 people each, working on an internationalization project of real companies for 8 weeks (<http://x-culture.org/>). Every year the teams including students from Politecnico di Milano attending the “Invest in foreign markets Lab” have been either winner or finalist of the competition. I was also awarded the prize as “Best Instructor”.

- 2023, 2022, 2021, 2020, 2019, 2018, 2014, 2013, 2012

Course of Microeconomics, Politecnico di Milano, Cremona, Italy.

- 2019

“Teaching Labs”, module taught at the XXVII AiG PhD Summer School 2019 – Palermo, September 17-19.

- 2018

Lecture of “Business Innovation” within the graduate program “Supply chain and transport thematic” of ICAM university, Paris Senart (France).

- 2015

Introduction to Global Sourcing – Module taught within the concentration week “Global Sourcing & Procurement of Services” organized for the MBA students of MIP, the business School of Politecnico di Milano (in English)

- 2014

Course of “Business Economics”, Politecnico di Milano, Milan, Italy, Prof. L. Piscitello – Accounting (in English).

- 2013, 2012, 2011, 2010, 2009, 2008 and 2007

Course of “Economics and Business Administration”, Politecnico di Milano, Milan, Italy, Prof. L. Piscitello – Accounting (in Italian).

Course of “International economic institutions and supranational regulations”, Politecnico di Milano, Milan, Italy, Prof. L. Piscitello and L. Tajoli – Lectures on balance of payments, foreign direct investments from small medium-enterprises and from developing countries, effects of trade policies.

- 2012, 2011

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Course of Microeconomics and Macroeconomics, Politecnico di Milano, Milan, Italy, Prof. S. Baldone – Exercises of microeconomics and macroeconomics.

- 2011, 2010

Course of Global Markets Economics - Bicocca University, Milan, Italy.

### Supervisions

- Co-supervisor (with Cristina Di Stefano, Politecnico di Milano) of Giacomo Grassi Ph.D. program on “Firm Resilience amidst Crisis and Uncertainty: the Role of Reshoring”; period: 2023-2026,

- Co-supervisor (with Giancarlo Giudici, Politecnico di Milano) of Martina Barbaglia Ph.D. program on “Sustainability, performance and relocations choices”; period: 2020-2023,

- Co-supervisor (with Lucia Piscitello, Politecnico di Milano and University of Reading) of Gezim Hoxha Ph.D. program on “E-Commerce and international business”; period: 2019-2022,

- Co-supervisor (with Davide Castellani, University of Reading) of Irakli Barbakadze Ph.D. Program on “Post-offshoring non-market strategies and formal and informal institutions”; period: 2019-2022,

- Co-supervisor (with Lucia Piscitello, Politecnico di Milano) of Luis Augusto de Freitas Cordeiro Ph.D. program on “New technologies and international business: offshoring or reshoring?”; period: 2017-2020,

- Co-supervisor (with Peder Greve, University of Reading) of Tommaso Vallone Ph.D. Ph.D. program on “Microfoundation of international business”; period: 2017-2020,

- Co-supervisor (with Lucia Piscitello, Politecnico di Milano) of Filippo Albertoni's Ph.D. final dissertation “Motivations, governance and performance in the global sourcing of services”; period: 2014-2016

- Supervisor of the 13 final Project Works of MBA students

- Supervisor of about 100 M.Sc. students' final theses since 2006

## 5. RESEARCH PROJECTS AND NETWORKS

### Research projects

Responsible for the Research Project “Resilience and sustainability of global value/supply chains and re-shoring strategies” within the Spoke 7 of the Extended Partnership 11 “Circular and sustainable Made in Italy” of the National Plan for Recovery and Resilience, Ministry of University and Research – 2023 - 2026.

Scientific Officer, Observatory “Digital Export”, Politecnico di Milano – 2016-2023.

Responsible for the Consultancy Project “Analysis, data and policy proposals on reshoring and attractiveness in Lombardy” for the Union of Chambers of Commerce of the Lombardy Region – 2020.

Principal investigator (with Cristina Rossi Lamastra) of the FARB (Fondo di Ateneo per la Ricerca di Base) research project on “Micro-foundations for research in cross-border acquisitions: the role of individuals in bridging cultural distance” – 2014-2017.

Member of the European Funded Project 7PF Marie Curie IRSES-POREEN on Partnering Opportunities between Europe and China in the Renewable Energies and Environmental Industries (see [www.poreen.eu](http://www.poreen.eu)), 2014-2016 – Coordinator: Francesca Spigarelli, University of Macerata (Italy)

Member of the research project “Offshoring Research Network” on offshoring of U.S. and European companies, from 2011. Coordinator: Arie Lewin, Duke University (USA)

Member of the European research project “COST (Cooperation in Science and Technology) Action IS0905: The Emergence of Southern Multinationals and Their Impact on Europe” ([http://w3.cost.eu/index.php?id=233&action\\_number=IS0905](http://w3.cost.eu/index.php?id=233&action_number=IS0905)) on the effects of investments from emerging countries on the European economy, 2010-2014. Coordinator of the project: Louis Brennan, Trinity College of Dublin (Ireland)

Participation in the research project “*Foreign direct investment in Lombardy: what is the impact on the development and competitiveness of the production system of Lombardy (Italian) and what are the prospects?*” - Research project proposed in 2006 by CESPRI-Bocconi University on behalf of the Milan Chamber of Commerce under the scientific responsibility of Fabrizio Onida - The results were published in the book “The foreign multinationals in Lombardy and in Italy,” by Fabrizio Onida, EGEA publisher.

### Networks

Member of the Academy of International Business (AIB).

Member of the European International Business Academy (EIBA).

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Member of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale).

Member of the Society on Emerging Markets (<https://www.em-society.org/>)

## 6. AWARDS

GSJ Best Reviewer Award, 2023: [https://www.linkedin.com/posts/grazia-santangelo-73617944\\_globalstrategyjournal-bestreviewerawards-activity-7111776996359045120-nePJ?utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/grazia-santangelo-73617944_globalstrategyjournal-bestreviewerawards-activity-7111776996359045120-nePJ?utm_source=share&utm_medium=member_desktop)

Best Instructor, X-Culture competition 2022: <https://x-culture.org/2022-1-best-x-culture-educators/>

Best Instructor, X-Culture competition 2020: <https://x-culture.org/2020-1-best-instructors/>

Best Reviewer, European International Business Academy, 2019

Best paper of the track “The Global Value Chain” at the 49th European International Business Academy 2019 – Leeds, December 13-15, 2019. Nomination for the best paper of the conference (6th Danny Van Den Bulcke prize) and for the “GSJ Global Strategy Research Prize”.

Best Instructor, X-Culture competition 2019: <https://x-culture.org/2019-1-best-instructors/>

Best Instructor, X-Culture competition 2018: <http://x-culture.org/winners/2018-1-best-instructors/>

Best Reviewer, Academy of International Business, 2018

The paper: “The Reshoring of Business Services: Reaction to Failure or Persistent Strategy?” (Albertoni, F., Elia, S., Massini, S., Piscitello, L. - Journal of World Business, Vol. 52, No. 3, Pages 417–430) has been awarded a prize in the year 2018 as one of the three best papers published in the year 2017 in the Journal of World Business.

Winner of one of the scholarships provided by the National Ministry of University and Research to Italian Assistant Professors based on their Scientific productivity for the year 2017 (bando “FFABR . Finanziamento delle attività base di ricerca”).

“Outstanding service Award” from Politecnico di Milano for the organization of the 43<sup>rd</sup> EIBA 2017 Milan conference – December 2017.

Gianluca Spina Award 2017 for teaching excellence and innovation (<http://www.convegnoaiig.it/2017/en/premio-spina/>)

Best paper of the track: 2 - Managing the Value Chain at the Annual Meeting of the Academy of International Business (AIB) – Dubai (United Emirates), July 1-5, 2017. Nomination for the best paper of the conference.

Best Instructor, X-Culture competition 2017: <http://x-culture.org/winners/2017-1-best-instructors/>

Listed as one of the top 25 authors in the literature on Emerging Markets MNEs in Luo, Y. & Zhang, H. (2016). “Emerging Market MNEs: Qualitative Review and Theoretical Directions”, Journal of International Management, 22, 333-350.

Best paper of the track “Foreign entry mode and management of the value chain” at the 41st European International Business Academy (EIBA) conference – Rio de Janeiro (Brazil), December 1-3, 2015. Nomination for the best paper of the conference.

Winner of the Research Grant “Chinese MNCs and their Portfolio of Subsidiaries: What are the Characteristics Affecting the Environmental Innovation?” – IUSE (Istituto Universitario degli Studi Europei), 2015.

Best paper award at the 41st Academy of International Business (UK & Ireland) Conference at University of York, 10-12 April 2014 – paper presented: *Subsidiaries Alliance Portfolio and Innovation: Disentangling the multiple effect of cultural distance*

Winner of the John H. Dunning visiting fellowship program 2014, University of Reading (UK)

Winner of the May-2012-Call of the ESR Conference Grant for Early Stage Researchers – selected by the Executive Group of the COST-ISCH Domain

Best Reviewer, Academy of International Business, 2011

Best Reviewer, Academy of International Business, 2009

## 7. EDITORIAL ACTIVITIES

Signature (Stefano Elia)



Guest Editor for the Special Issue of the Journal of Business Research titled "What is still emerging about EMNEs? Setting the agenda for future research" (<https://www.journals.elsevier.com/journal-of-business-research/call-for-papers/what-is-still-emerging-about-emnes>)

Editorial Review Board, Journal of International Business Studies, 2023-2025

Editorial Review Board, International Business Review, 2021-2023

Consulting Editor, Journal of International Management, 2020 - 2022

Senior Editor, International Journal of Emerging Markets, 2020 - 2022

Editorial Review Board, Global Strategy Journal, 2016-2026

Editorial Review Board, Transnational Corporation Journal, 2018-2020

Editorial Review Board, Cross Cultural & Strategic Management, 2018-2020

Reviewer for the following journals: Journal of International Business Studies, Journal of Management Studies, Global Strategy Journal, Research Policy, European Management Review, Industrial and Corporate Change, Journal of International Management, Management International Review, Economic Systems, Journal of Small Business Management, European Journal of Comparative Economics, International Economics and Economic Policy, Innovation and Development Journal, International Journal of Economic Science and Applied Research, International Journal of Technological Learning, International Journal of the Economics of Business, Journal of Science and Technology in China, Journal of Strategy and Management, Journal of Industrial and Business Economics, Journal of Purchasing Supply Management, International Relations Journal, Industry and Innovation.

## 8. ADMINISTRATIVE ACTIVITIES

- 2023-2026

- Rector's Delegate for International Relations with Western Europe, Politecnico di Milano.

- Member of the Coordination Committee of the research project "HumanTEch" - Department of Excellence, Politecnico di Milano - 2023-2027.

- 2022-2018

- Member of the Internationalization Team of the Department of Management Engineering; main task: expansion of the international networks and agreements (e.g. Erasmus, Double Degrees etc.) with other European Universities (2021 – 2018)

- 2022 – 2013

Advisor for the Erasmus Program of the Department of Management, Economics and Industrial Engineering, Politecnico di Milano.

- 2022

Co-organization of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale) special track conference "The reconfiguration of global production networks and global supply chains as cause and effect" – University La Sapienza, Rome, (Italy), October 20-21.

- 2021

Co-organization of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale) special track conference "What can we learn about manufacturing relocation and global production networks after Covid-19?" – University of Napoli, Napoli, (Italy), October 21-22.

- 2019

Co-organization of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale) special track conference "Challenging the future of global production networks: the role of political changes, digital technologies and migrations" – Politecnico di Torino, Torino, (Italy), October 17-18.

Co-Organizer of the ITSG (Italian Trade Study Group) conference "International Trade, New Technologies and International Organization of Production" – Politecnico di Milano, Milano (Italy), May 16-17, 2019.

- 2018

Co-Organizer of the track "R&D management and international business" for the R&D Management Society conference, held at Politecnico di Milano, Milan (Italy), on June 30 – July 4

Signature (Stefano Elia)



Co-organization of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale) special track conference “Managing International Business Networks in the Digital Manufacturing Era: Challenges and opportunities” –LIUC University, Varese, (Italy), October 11-12.

- 2017

Co-organization of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale) special track conference “Managing International Business Networks: Bridging Perspectives” – Politecnico di Bari, (Italy), October 19-20.

- 2017 - 2016

Head of organizers of the EIBA 2017 Milan Conference, held at Politecnico di Milano, Milan (Italy), on December 14-16 – 600 participants from 50 different countries.

- 2016

Co-organization of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale) special track conference “Location choice, entry mode and global value chain disaggregation: strategies and impact” – University of Bergamo, (Italy), October 15-16.

- 2015

Co-organization of the AIB mini-conference “Breaking up the global value chain: Possibilities and consequences” – Politecnico di Milano and Bocconi University, Milan (Italy), October 29-31.

Co-organization of the AiIG (Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale) special track conference “Offshoring, re-shoring and back-shoring: reconfiguring the global value chain of transnational firms” – University of Padova, Vicenza (Italy), October 15-16.

- 2014 - 2011

Coordination and organization and of the DIG Seminars Series, Politecnico di Milano

- 2013 - 2012

Vice-President of the MBA Part-Time program of MIP, Business School of Politecnico di Milano

- 2013

Organization of the COST conference “The Impact of Emerging Multinationals on Global Development” – Politecnico di Milano, Milan (Italy), May 30-31.

- 2012

Organization of the Offshoring Research Network International Conference: The Global Sourcing of Innovation – Milan (Italy), May 29-31

## 9. Ph.D. SCHOOLS

- 2008

“Economics and Management of Innovation” - Eden (EIASM’s Doctoral Education Network) doctoral seminar –Milan (Italy), March 10 – 14

- 2007

„Discrete choice models for panel data - Cide (Centro Interuniversitario Di Econometria – Econometric inter-university Centre) – Palermo (Italy), September 3-12.

“Regional and Policy Dimensions of Innovation and Growth” - DIMETIC Doctoral School - Pecs (Hungary), July 02-13.

“Managing Global Business” - IRI Foundation -Volterra (Italy), June 17-22.

“Micro Approaches to innovation and innovation networks”- DIMETIC Doctoral School - Strasburg (France), March 19-30.

- 2006

*Innovation, growth, employment and international production. Models and Data Analysis.* Pd.D. School of the “Università Politecnica delle Marche” - Urbino (Italy) – October 23-27.

978-82-8247-289-0

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## 10. CONFERENCE AND WORKSHOP CONTRIBUTIONS

### • 2023

1. Elia, S.; Hoxha, G.; Piscitello, L., "Supply Chain Irresponsibility and Financial Performance: Moderating Effects of Country of Origin, Reputation, and Sustainable Practices – A Stakeholder and Expectancy Violation Perspective". Paper presented at the 49th European International Business Academy (EIBA) Annual Conference – Lisbon, December 15-17.
2. Elia, S.; Hoxha, G.; Piscitello, L., "The Relationship between Supply Chain Irresponsibility and Financial Performance: An expectancy violation approach". Paper presented at the Academy of International Business US Northeast Annual Conference 2023 – Providence (USA), October 21-22.
3. Elia, S.; Grassi, G.; Guida, M.; Di Stefano, C.; Piscitello, L.; Moretto, A.; Caniato, F., "Procurement Strategy for Resilience and Sustainability - A Vignette-based Experiment". Paper presented at the XXXIV Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Lecco, October 12-13.
4. Elia, S.; Hoxha, G.; Piscitello, L., "Corporate Social Responsibility, Irresponsibility, and firms' financial performance: evidence from emerging vs. developed countries". Paper presented at the XXXIV Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Lecco, October 12-13.
5. Barbieri, P.; Boffelli, A.; Di Stefano, C.; Elia, S.; Fratocchi, L.; Kalchschmidt, M.; Pegoraro, D.; Pensa, C., "Italian Supply Backshoring and the relationship between Deglobalization, Decoupling & European Regionalization" Paper presented at the XXXIV Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Lecco, October 12-13.
6. Barbakadze, I.; Castellani, D.; Elia, S.; Surdu, I., "My Right Honourable Friend! When Do MNEs Use Relational Corporate Political Activity?" Paper presented at the 83<sup>rd</sup> Academy of Management (AoM) Conference – Boston, August 5-8.
7. Barbaglia, M.; Bianchini, R.; Buttice, V.; Elia, S.; Mariani, M., "How Does Environmental Sustainability Affect Multinationals' Relocation Choices? A Stakeholder and Signaling Theory-Based Approach". Paper presented at the 65th Academy of International Business (AIB) conference – Warsaw, July 6-9.
8. Di Stefano, C., Elia, S., Garrone, P., Piscitello, L., "The Adoption of a CE Paradigm by the MNEs: Impacts of Reduce, Reuse and Recycle Principles on Governance and Localization Strategies". Paper presented at the 65th Academy of International Business (AIB) conference – Warsaw, July 6-9.
9. Elia, S., Hoxha, G., Piscitello, L., "How Does Corporate Social Irresponsibility Affect Corporate Financial Performance of Emerging vs. Developed Countries Firms? The Moderating Role Stemming From the Adoption of Sustainability Practices and From the Country of Origin". Paper presented at the 65th Academy of International Business (AIB) conference – Warsaw, July 6-9.
10. Elia, S., Grilli, L., "Go and Expand Abroad! Connecting the Type and Length of Entrepreneurs' International Experience With the Internationalization of Their Start Ups". Paper presented at the 65th Academy of International Business (AIB) conference – Warsaw, July 6-9.

### • 2022

11. Elia, S., Hoxha, G., Piscitello, L., "Corporate Irresponsibility and Corporate Financial Performance: exploring the moderating role of Sustainable Supply Chain Management Practices in emerging vs. developed countries' firms". Paper presented at the 48th European International Business Academy (EIBA) Annual Conference – Oslo, December 08-10.
12. Di Stefano, C., Elia, S., Garrone, P., Piscitello, L., "MNEs meet the Circular Economy paradigm: disentangling the effects of reduce, reuse, and recycle principles on GVCs' activities, configuration, and governance". Paper presented at the 48th European International Business Academy (EIBA) Annual Conference – Oslo, December 08-10.
13. Barbaglia M., Bianchini R., Buttice V., Elia S. "The role of environmental sustainability in the relocation choices of MNEs: back to the home country or welcome in a new host country?". Paper presented at the 48th European International Business Academy (EIBA) Annual Conference – Oslo, December 08-10.
14. Di Stefano, C., Elia, S., Garrone, P., Piscitello, L., "MNEs meet the Circular Economy paradigm". Paper presented at 2022 Frontiers in International Business Conference – Charleston (USA), October 20-22.
15. Barbieri, P., Boffelli, A., Di Stefano, C., Elia, S., Fratocchi, L., Kalchschmidt, M., Pensa, C. (2022). "What can we plausibly bring back? Opening a discussion on reshoring of supplies". Paper presented at the XXXIII Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Rome, October 20-21.
16. Di Stefano, C., Elia, S., Garrone, P., Piscitello, L., "MNEs meet the Circular Economy paradigm: disentangling the effects of reduce, reuse, and recycle principles on GVCs' activities, configuration, and governance". Paper presented

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at the XXXIII Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Rome, October 20-21.

17. Elia, S., Hoxha, G., Piscitello, L., “*How does corporate social irresponsibility affect corporate financial performance? The moderating role stemming from the country of origin and from the adoption of sustainable supply chain management practices*”. Paper presented at the XXXIII Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Rome, October 20-21.
18. Barbaglia M., Bianchini R., Buttice V., Elia S. “*The interplay between environmental sustainability and relocation choices of MNEs: how does it affect international exposure?*”. Paper presented at the XXXIII Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Rome, October 20-21.
19. Di Stefano, C., Elia, S., Garrone, P., Piscitello, L., “*Circularity and Global Value Chains: an Integrative Framework*”. Paper presented at the 61st European Regional Science Association (ERSA) Congress, August 22-26.
20. Elia, S., Hoxha, G., Piscitello, L., “*Corporate Irresponsibility and Corporate Financial Performance: exploring the moderating role of Sustainable Supply Chain Management Practices in emerging vs. developed countries' firms*”. Paper presented at the 64th Academy of International Business (AIB) conference – Miami, July 5-9.
21. Barbieri, P., Boffelli, A., Elia, S., Fratocchi, L., & Kalchschmidt, M. (2022). “*How does Industry 4.0 affect international exposure? The interplay between firm innovation and home-country policies in post-offshoring relocation decisions*”. Paper presented at the 64th Academy of International Business (AIB) conference – Miami, July 5-9.
22. Elia, S., Greve, P. and Vallone, T., “*International Complexity and the Demand for Generalists and Specialists in Executive Selection*”. Paper presented at the 64th Academy of International Business (AIB) conference – Miami, July 5-9.
23. Barbieri, P., Boffelli, A., Di Stefano, C., Elia, S., Fratocchi, L., Kalchschmidt, M., Pensa, C. (2022). “*Disentangling reshoring types: empirical evidence from Italy*”. Paper presented at the XX Workshop of the “Società Italiana di Economia e Politica Industriale (SIEPI), June 16-17.
24. Di Stefano, C., Elia, S., Garrone, P., Piscitello, L., “*Circularity and Global Value Chains: an Integrative Framework*”. Paper presented at the Manchester Alliance Business School – Euspri conference, May 09.
25. Barbakadze, I., Castellani, D., Elia, S., Surdu, I., “*All Aboard! When Do MNEs Use Relational Corporate Political Activity?*”. Paper presented at the 48th AIB UK & Ireland Conference – Reading (UK), April 07-09.
26. Elia, S., Hoxha, G., Piscitello, L., “*Corporate controversies and corporate financial performance – exploring the ambiguous moderating role of sustainable supply chain management practices (SSCM) in emerging vs. developed countries' firms*”. Paper presented at the 48th AIB UK & Ireland Conference – Reading (UK), April 07-09.
- **2021**
  27. Elia, S., Greve, P. and Vallone, T., “*How the Top Management Team's Composition influences the Foreign Establishment Mode Choice Deviation of UK manufacturing firms*”. Paper presented at the 46th European International Business Academy (EIBA) conference – Madrid (Spain), December 10-12.
  28. Elia, S., Goertzen, A., Piscitello, L., and Valentino, A., “*Post-offshoring scenarios: a behavioral approach to the decision-making process*”. Paper presented at the 46th European International Business Academy (EIBA) conference – Madrid (Spain), December 10-12.
  29. Elia, S., Hoxha, G., Piscitello, L., “*Corporate controversies and corporate financial performance – exploring the ambiguous moderating role of sustainable supply chain management practices (SSCM) in emerging vs. developed countries' firms*”. Paper presented at the 46th European International Business Academy (EIBA) conference – Madrid (Spain), December 10-12.
  30. Barbaglia M., Bianchini R., Buttice V., Elia S. “*De-internationalization or re-internationalization? The role of environmental sustainability at firm and country-level*”. Paper presented at the XXXII Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Napoli, October 21-22.
  31. Elia, S., Greve, P. and Vallone, T., “*One for Me, One for You: International Complexity and the Demand for Generalists and Specialists in Executive Selection*”. Paper presented at the 63<sup>rd</sup> Academy of International Business (AIB) conference – Online, July 1-9.
  32. Elia, S., Greve, P. and Vallone, T., “*How the Top Management Team's Composition Influences the Foreign Establishment Mode Choice Deviation of UK Manufacturing Firms*”. Paper presented at the 63<sup>rd</sup> Academy of International Business (AIB) conference – Online, July 1-9.
- **2019**
  33. Elia, S., Barbieri, Fratocchi, L., Dima G., “*Challenging the Host Countries' Location Advantages: The Role of Industry 4.0 in Fostering the Reshoring of Efficiency-Seeking Firms*”. Paper presented at the 45<sup>th</sup> European International Business Academy (EIBA) conference – Leeds (UK), December 13-15.

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34. Elia, S., Goertzen, A., Piscitello, L., and Valentino, A., "What's Next? Strategic Reactions to Post-offshoring Performance". Paper presented at the 45<sup>th</sup> European International Business Academy (EIBA) conference – Leeds (UK), December 13-15.
  35. Elia, S., Larsen, M., Piscitello, L. – "Theoretically Misaligned Entry Modes: A Risk-propensity Approach". Paper presented at the 45<sup>th</sup> European International Business Academy (EIBA) conference – Leeds (UK), December 13-15.
  36. Vallone, T., Elia, S., Greve, P., Longoni, L. and Marinelli, D. (2019), "Top Management Team Influence on Firms' Internationalization Complexity", Chapter presented at the Launch of PIBR Vol. 15: "Progress in IB Research in an Increasingly VUCA World" at the 45<sup>th</sup> European International Business Academy (EIBA) conference – Leeds (UK), December 13-15.
  37. Elia, S., Barbieri, Fratocchi, L., Dima G. "Relocations of second degree of efficiency-seeking firms: The role of industry 4.0 technology intensity and policies". Paper presented at the 60<sup>th</sup> Annual scientific conference of the Italian Economic association – Palermo, October 24-26.
  38. Elia, S., Giuffrida, M., Piscitello, L. (2019). "Does e-commerce facilitate or complicate SMEs' internationalization?". Paper presented at the XXX Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Torino, October 17-18.
  39. Elia, S., Barbieri, Fratocchi, L., Dima G. "The location advantages of efficiency-seeking firms in the era of Industry 4.0: a study on the relocations of second degree". Paper presented at the XXX Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Torino, October 17-18.
  40. Buckley, P., Elia, S., and Kafouros, M. "The Role of Internationalization in Enhancing the Innovation Performance of Emerging Country Firms". Paper presented at the 61<sup>st</sup> Academy of International Business (AIB) conference – Copenhagen, (Denmark), June 24-27.
  41. Elia, S., Goertzen, A., Piscitello, L., and Valentino, A., "The Effects of Offshoring Performances on the PostOffshoring Strategic Choices of MNCs: An Exploratory Study". Paper presented at the 61<sup>st</sup> Academy of International Business (AIB) conference – Copenhagen, (Denmark), June 24-27.
  42. Alon, I., Elia, S., and Li, S. "Chinese Greenfield Investments: An Institutional and Learning Perspective". Paper presented at the 61<sup>st</sup> Academy of International Business (AIB) conference – Copenhagen, (Denmark), June 24-27.
  43. Elia, S., Barbieri, Fratocchi, L., Dima G. "Relocations of second degree of efficiency-seeking firms: The role of industry 4.0 technology intensity and policies". Paper presented at the Italian Trade Study Group conference – Milano, May 16-17.
  44. Elia, S., Giuffrida, M., Piscitello, L. (2019). "Barriers to the adoption of cross border e-commerce by SMEs: Evidence from Italian Fashion and Food Industries". Paper presented at the Interactive Research Development Workshop and Conference Internationalization of SMEs in the Digital Age – Opportunities and Threats – Bolzano (Italy), April 29-30.
  45. Elia, S., Grilli, L. – "Go abroad or remain small: do foreign studying and working experiences impact the international vocation of entrepreneurs?". Paper presented at the 7<sup>th</sup> Reading-UNCTAD International Business Conference – Reading, (UK), April 05-06.
- **2018**
    46. Elia, S., Larsen, M., Piscitello, L. – "Entry mode deviation from internalization theory predictions". Paper presented at the 44<sup>th</sup> European International Business Academy (EIBA) conference – Poznan (Poland), December 13-15.
    47. Elia, S., Larsen, M., Piscitello, L. – "When and Why Do Firms Use Theoretically Misaligned Entry Modes? A Study of Business Process Offshoring". Paper presented at the Paper development workshop JIBS Special Issue on "Applying and Advancing Internalization Theory". Minneapolis (USA), June 29.
    48. Elia, S., Barbieri, P., Golini, R., Fratocchi, L. - "Should I Stay (Abroad, but in Another Country) or Should I Go (Back Home)? A Study on the Intra-EU Relocations of Second Degree in the Manufacturing Industries". Paper presented at the 60<sup>th</sup> Academy of International Business (AIB) conference – Minneapolis (USA), June 25-28.
    49. Elia, S., Greve, P., Castellani, D., Vallone, T. - "The microfoundations of industrial diversification through foreign acquisitions: An empirical analysis of UK firms". Paper presented at the 60<sup>th</sup> Academy of International Business (AIB) conference – Minneapolis (USA), June 25-28.
  - **2017**
    50. Elia, S., Greve, P., Castellani, D., Vallone, T. - "The microfoundations of industrial diversification through foreign acquisitions: An empirical analysis of UK firms". Paper presented at the 43<sup>rd</sup> European International Business Academy (EIBA) conference – Milano (Italy), December 14-16.
    51. Elia, S., Grilli, L. - "Go abroad or remain small: do foreign studying and working experiences impact the international vocation of entrepreneurs?". Paper presented at the 43<sup>rd</sup> European International Business Academy (EIBA) conference – Milano (Italy), December 14-16.

52. Elia, S., Barbieri, P., Fratocchi, L., Golini, R. - *"The drivers of the relocations of second degree involving manufacturing activities: a focus on European Union"*. Paper presented at the 43<sup>rd</sup> European International Business Academy (EIBA) conference – Milano (Italy), December 14-16.
  53. Zdziarski, M., Heemskerk, E. M., Garcia-Bernardo, J., De Beule, F., Jaklič, A., Elia, S., Takes, F. – *"The power of proximity at a distance: the role of interlocking directorates in reducing the liability of outsidership"*. Paper presented at the 43<sup>rd</sup> European International Business Academy (EIBA) conference – Milano (Italy), December 14-16.
  54. Alon, I., Elia, S., Li, S. - *Demystifying Chinese investment modes of entry: effects of governance environment and learning*. Paper presented at the 43<sup>rd</sup> European International Business Academy (EIBA) conference – Milano (Italy), December 14-16.
  55. Elia, S., Barbieri, P., Golini, R., Fratocchi, L., "Relocation of second degree intra-UE: a study in the manufacturing industries", paper presented 2017 DSI Annual Meeting, Washington D.C. USA, November, 18-20
  56. Barbieri, P., Elia, S., Fratocchi, L., Golini, R. – "Relocation of second degree intra-UE: a study in the manufacturing industries". Paper presented at the XXVIII Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Bari, October 19-20.
  57. Albertoni, F., Elia, S., Massini, S., Piscitello, L. – *"The Reshoring of Business Services: Reaction to Failure or Persistent Strategy?"*. Paper presented at the 59th Academy of International Business (AIB) conference – Dubai (UAE), July 1-5. Paper nominated as the "Temple/AIB Best Paper Award".
  58. Elia, S., Larsen, M., Piscitello, L. – *"Why Do Firms Use Theoretically Misaligned Entry Modes? A Study of Business Process Offshoring"*. Paper presented at the 59th Academy of International Business (AIB) conference – Dubai (UAE), July 1-5.
  59. Barbieri, P., Elia, S., Fratocchi, L., Golini, R. – "Relocation of second degree intra-UE: a study in the manufacturing industries". Paper presented at the 24th EurOMA (European Operations management Association) conference – Edinburgh, July 1-5.
  60. Elia, S., Larsen, M. and Piscitello, L. – "Comply or not to comply with theory? How experience shapes entry mode misalignment". Paper presented at the joint 44<sup>rd</sup> Academy of International Business UK & Ireland Chapter (AIB-UKI) conference and 6th Reading International Business Conference –University of Reading (UK), April 06-08.
  61. Albertoni, F., Elia, S., Massini, S. and Piscitello, L. – "Relocation of offshore business services: recovering from failure or persisting with the original strategy?". Paper presented at the joint 44<sup>rd</sup> Academy of International Business UK & Ireland Chapter (AIB-UKI) conference and 6th Reading International Business Conference – University of Reading (UK), April 06-08.
- **2016**
    62. Garrone, P., Piscitello, L., Rotondi, V., Elia, S. (2017). "Assessing the impact of entrepreneurship training: the case of Empretec Panama". White paper, UNCTAD-Ginevra, presented at the XXII Empretec Directors Meeting of UN-Geneva, 6-7 December.
    63. Elia, S., Larsen, M. and Piscitello, L. – "Why do firms use theoretically misaligned entry modes? A study of business process offshoring". Paper presented at the Paper Development Workshop of the 42<sup>nd</sup> European International Business Academy (EIBA) conference – Wien (Austria), December 2-4.
    64. Albertoni, F., Elia, S., Massini, S. and Piscitello, L. – "The reshoring of business services: reaction to failure or coherent strategy?". Paper presented at the Workshop in Economic Geography "Local Responses to Global Challenges" – Bocconi University (Italy), September 22-23.
    65. Elia, S., Messeni Petruzzelli, A. e Piscitello, L. – "The Multilayered Acculturation Challenge of MNCs' Subsidiaries in Strategic Alliances: Threat or Opportunity for Innovation?". Paper presented at the 2016 Strategic Management Society (SMS) Conference – Berlin (Germany), September 17-20.
    66. Elia, S., Munjal, S. and Scalera, V. – "Technology sourcing through licensing-in foreign technologies: Benefits for emerging market firms". Paper presented at the Paper presented at the 76<sup>th</sup> Annual Meeting of the Academy of Management – Anaheim (USA), August 5 - 9.
    67. Elia, S., Kafourous, M., and Piscitello, L.. "Do Chinese MNEs always improve their innovation performance from internationalization?". Paper presented at the 10<sup>th</sup> China goes global conference – Macerata (Italy), July 26-28.
    68. Elia, S., Munjal, S. and Scalera, V. – "Sourcing Technology from Home: Does Emerging Firms Always Benefit from Inward Licensing?". Paper presented at the 58<sup>th</sup> Academy of International Business (AIB) conference – New Orleans (USA), June 27- 30.

69. Albertoni, F., Elia, S., and Piscitello, L. - "Repeated Entry Modes and Growth Perspectives: Mindful or Inertial Learning?". Paper presented at the 58th Academy of International Business (AIB) conference – New Orleans (USA), June 27- 30.
70. Elia, S., Munjal, S. and Scalera, V. – "Technology Sourcing through Licensing-in Foreign Technologies: Benefits for Emerging Market Firms". Paper presented at the 43rd Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – Birbeck University of London (UK), April 07-09.
- **2015**
71. Albertoni, F., Elia, S., and Piscitello, L. – "Sequential Entries and Growth Perspectives: Learning or Inertia?". Paper presented at the 41<sup>st</sup> European International Business Academy (EIBA) conference – Rio de Janeiro (Brazil), December 1-3.
72. Elia, S., Munjal, S. and Scalera, V. – "Business Groups, Foreign Licenses and Performance in Emerging Markets". Paper presented at the 41<sup>st</sup> European International Business Academy (EIBA) conference – Rio de Janeiro (Brazil), December 1-3.
73. Elia, S., Massini, S., Narula, R. – "Disentangling the role of modularity and reconsidering the entry mode choice theories: the case of business service offshoring". Paper presented at the 41<sup>st</sup> European International Business Academy (EIBA) conference – Rio de Janeiro (Brazil), December 1-3.
74. Albertoni, F., Elia, S., and Piscitello, L. – "Entry Mode and Growth Perspectives in the Offshoring of Business Services". Paper presented at the AIB mini-conference "Breaking up the global value chain: Possibilities and consequences" – Milan, October 29-31.
75. Elia, S., Massini, S., Narula, R. – "Modularity within the function and modularity between functions: the impact on the "make or buy" dilemma". Paper presented at the AIB mini-conference "Breaking up the global value chain: Possibilities and consequences" – Milan, October 29-31.
76. Albertoni, F., Elia, S., and Piscitello, L. – "Breaking up the global value chain: the re-shoring and back shoring of business services.". Paper presented at the AIB mini-conference "Breaking up the global value chain: Possibilities and consequences" – Milan, October 29-31.
77. Elia, S., Munjal, S. and Scalera, V. – "Business Groups, Foreign Licenses and Performance in Emerging Markets". Paper presented at the XXVI Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Vicenza, October 15-16.
78. Albertoni, F., Elia, S., Piscitello, L. – "Competitiveness and growth perspectives of global firms: does sequential entry foster learning or inertia?". Paper presented at the XXVI Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Vicenza, October 15-16.
79. Albertoni, F., Elia, S., Piscitello, L. – "Re-configuration of the value chain: the back shoring of business services". Paper presented at the XXVI Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Vicenza, October 15-16.
80. Albertoni, F., Elia, S., and Piscitello, L.- "The re-shoring and back shoring of business services. Empirical evidence and implications of industrial policy". Paper presented at the 36th Conference of the Italian Association of Regional Sciences (AISRe – Associazione Italiana di Scienze Regionale) – Cosenza (Italy), September 14-16.
81. Elia, S., Massini, S., Narula, R. – "Offshoring of business services and entry mode choices: the role of modularity and bandwidth". Paper presented at the 75th Annual Meeting of the Academy of Management– Vancouver (Canada), August 7- 11.
82. Albertoni, F., Elia, S., and Piscitello, L. – "Disintegration and Re-Integration of the Value Chain: Preliminary Evidence on the Re-Shoring of Business Services". Paper presented at the Sase Conference "Inequality in the 21st Century" – London (UK), July 2-4.
83. Albertoni, F., Elia, S., and Piscitello, L. - "Entry-Mode and Growth Perspectives in the Offshoring of Business Services: Learning or Inertia?". Paper presented at the 57th Academy of International Business (AIB) conference – Bengaluru (India), June 27- 30.
84. Elia, S., Massini, S., Narula, R. – "Disentangling the Role of Modularity and Bandwidth in the Entry Mode Choice". Paper presented at the 57th Academy of International Business (AIB) conference – Bengaluru (India), June 27-30.
85. Elia, S., Massini, S., Narula, R. – "Rethinking internalization theory through the lens of modularity and bandwidth". Paper presented at the Reading-UNCTAD conference – Reading (UK), June 13-14.
86. Albertoni, F., Elia, S., and Piscitello, L. – "Mode of entry and growth perspective of offshoring initiatives". Paper presented at the Reading-UNCTAD conference – Reading (UK), June 13-14.
87. Albertoni, F., Elia, S., and Piscitello, L. – "Nurturing competitiveness and defeating inertia through fitting entry choices". Paper presented at 2<sup>nd</sup> Annual EDIM Ph.d. Conference on Management Engineering – Milan, June 10 – 12.

88. Albertoni, F., Elia, S., and Piscitello, L. – “Disintegration and re-integration of the value chain: preliminary evidence on the re-shoring of business services”. Paper presented at 2<sup>nd</sup> Annual EDIM Ph.d. Conference on Management Engineering – Milan, June 10 – 12.
89. Elia, S., Scalera, V. and Munjal, S. – “Business Groups, foreign licenses and performance in Emerging Markets”. Paper presented at the Workshop “Technology Driven FDI from Emerging Countries: Challenges and Opportunities for Europe” – Pisa (Italy), May 28-29.
90. Albertoni, F., Elia, S., and Piscitello, L. – “Entry-Mode and Growth Perspectives in the Offshoring of Business Services: Learning or Inertia?”. Paper presented at the 42<sup>nd</sup> Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – Manchester (UK), April 16-18.
91. Elia, S., Massini, S., Narula, R. – “Considering the value chain disaggregation in the entry mode choice: the role of modularity and bandwidth in offshoring business services” - Paper presented at the 42<sup>nd</sup> Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – Manchester (UK), April 16-18.
- **2014**

92. Elia, S., Messeni Petruzzelli, A. e Piscitello, L. – “The strategic role of cultural distance(s) in fostering innovation through the portfolio of upstream alliances” - Paper presented at 40<sup>th</sup> European International Business Academy (EIBA) conference – Uppsala (Sweden), December 11-13.

93. Albertoni, F., Elia, S., and Piscitello, L. – “Governance, experience and performance in the global sourcing of business services”. Paper presented at 40<sup>th</sup> European International Business Academy (EIBA) conference – Uppsala (Sweden), December 11-13.

94. Albertoni, F., Elia, S., and Piscitello, L. – “Outsourcing and experience in global sourcing of business services: does governance misalignment affect the likelihood to expand the venture?”. Paper presented at the XXV Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Bologna, October 16- 17.

95. Albertoni, F., Elia, S., and Piscitello, L. – “Offshoring, governance choice and performance: beyond the make-or-buy traditional dilemma”. Paper presented at Pavia Paper Development Workshop – Pavia, September 19.

96. Elia, S., Messeni Petruzzelli, A., Piscitello, L. – “Distant from Whom? The Facets of Cultural Distance and of its Impact on Innovation Performance in Subsidiaries’ Alliance Portfolios”. Paper presented at 56<sup>th</sup> Academy of International Business (AIB) conference – Vancouver (Canada), June 24- 26.

97. Caniato F., Elia S., Luzzini D., Piscitello L. – “Internalization or outsourcing? The performance implications of the governance mode choice in the global sourcing of firms functions”. Paper presented at the 41<sup>st</sup> Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – York (UK), April 10-12.

98. Elia, S., Messeni Petruzzelli, A. e Piscitello, L. – “Subsidiaries’ alliance portfolio and innovation: disentangling the multiple effect of cultural distance” - Paper presented at the 41<sup>st</sup> Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – York (UK), April 10-12
  - **2013**

99. Caniato F., Elia S., Luzzini D., Piscitello L.– “Choosing the Governance Mode to Perform Well in Global Sourcing Strategies”. Paper presented at the 39<sup>th</sup> European International Business Academy (EIBA) conference – Bremen (Germany), December 12-14.

100. Caniato F., Elia S., Luzzini D., Piscitello L.– “Choosing the Offshoring Governance Mode: The Moderating Effect on Location Drivers and the Impact on (Strategic And Operational) Performance”. Paper presented at the XXIV Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Milan, October 17- 18.

101. Caniato F., Elia S., Luzzini D., Piscitello L. and Ronchi S. – “The Performance Implications of Location drivers and Governance Mode in Knowledge Intensive Services Offshoring”. Paper presented at the final workshop MIUR-PRIN Project “Production, R&D and Knowledge Offshoring: Economic Analyses and Policy Implications” - Milan (Italy), September 24- 25.

102. De Beule F., Elia S. and Piscitello L. – “Entry mode of emerging and advanced multinational firms: is it just a matter of uncertainty? The role of liability of origin and institutional distance”. Paper presented at Academy of International Business (AIB) Special Meeting – Moscow (Russia), September 19- 20.

103. Elia S., Mariotti, S. and Piscitello L. – “Industrial districts, core cities and ownership strategy of multinational firms investing in Italy”. Paper presented at 53<sup>rd</sup> European Regional Science Association (ERSA) Conference– Palermo (Italy), August 27- 31.

104. De Beule F., Elia S. and Piscitello L. – “Dealing with Uncertainty through the Ownership Entry Strategy: Do Emerging and Advanced Multinational Firms Differ?”. Paper presented at 55<sup>th</sup> Academy of International Business (AIB) conference – Istanbul (Turkey), July 3- 6.

105. Elia S., Mariotti, S. and Piscitello L. – “The Role of Subnational Externalities and Industrial Heterogeneity in Driving Multinational Firms’ Entry Strategy” of institutional distance”. Paper presented at 55th Academy of International Business (AIB) conference – Istanbul (Turkey), July 3- 6.
  106. De Beule F., Elia S. and Piscitello L. – “Comparing the strategic behavior of advanced and emerging multinational firms investing abroad: the importance of the “direction” of institutional distance”. Paper presented at the XV World Economy Meeting– Santander (Spain), June 05-07.
  107. Buckley, P.J., Elia S. and Kafouros M. – “Entry mode and geographic diversification as source of experience: the impact of BRIC Multinationals on advanced countries’ target firms”. Paper presented at the COST conference “The Impact of Emerging Multinationals on Global Development” – Milan (Italy), May 30-31.
  108. De Beule F., Elia S. and Piscitello L. – “The effect of technological intensity and institutional distance on the cross-border investments by emerging multinational companies”. Paper presented at the COST conference “The Impact of Emerging Multinationals on Global Development” – Milan (Italy), May 30-31.
  109. De Beule F., Elia S. and Piscitello L. – “Endogenous and exogenous uncertainty, institutional distance and foreign market entry: a comparison between emerging and advanced multinational firms investing in Italy”. Paper presented at the 40th Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – Birmingham (UK), March 21-23.
- **2012**
    110. Elia S., Santangelo G. – “Home country knowledge base as driver of Emerging Firms’ asset-seeking investments in advanced countries”. Paper presented at the 38<sup>th</sup> European International Business Academy (EIBA) conference – Brighton (UK), December 07-09.
    111. Piscitello L., Mariotti S. and Elia, S. – “The role of sub-national geographic space in multinational firms’ entry mode choices”. Paper presented at the 38<sup>th</sup> European International Business Academy (EIBA) conference – Brighton (UK), December 07-09.
    112. De Beule F., Elia S. and Piscitello L. – “Acquisition of companies and acquisition of knowledge: do emerging and advanced multinational companies’ strategic behaviors differ?”. Paper presented at the 38<sup>th</sup> European International Business Academy (EIBA) conference – Brighton (UK), December 07-09.
    113. De Beule F., Elia S. and Piscitello L. – “Ownership Strategy, Asset seeking investments and institutional distance: a comparison between emerging and advanced country firms”. Paper presented at the 2012 Academy of International Business (AIB) Southeast USA Conference - Fort Lauderdale, Florida (USA), October 31- November 02.
    114. Elia S., Santangelo G. – “Strategic asset-seeking acquisitions by emerging market multinationals: The role of the industry context”. Paper presented at the 3rd Copenhagen Conference on: ‘Emerging Multinationals’: Outward Investment from Emerging Economies” – Copenhagen (Denmark), October 25-26.
    115. De Beule F., Elia S. and Piscitello L. – “Emerging vs. Advanced Countries firms’ investing in Italy: an empirical analysis on the effect of institutional distance on the entry strategy”. Paper presented at the 3rd Copenhagen Conference on: ‘Emerging Multinationals’: Outward Investment from Emerging Economies” – Copenhagen (Denmark), October 25-26.
    116. Caniato F., Elia S., Luzzini D., Piscitello L., Ronchi S. – “Location drivers as antecedents of offshoring performance: the effect of the governance mode” – Paper presented at XXIII Scientific Meeting of the Italian Association of Industrial Engineering – Associazione Italiana di Ingegneria Gestionale (AiIG) – Matera (Italy), October 11-12.
    117. Caniato F., Elia S., Luzzini D., Piscitello L., Ronchi S. – “The Strategic Choice between Outsourcing and FDI in Assessing the Effects of Location Characteristics on the Offshoring Performance” – Paper presented at 2012 Strategic Management Society (SMS) Conference –Prague (Czech Republic), October 10-13.
    118. Piscitello L., Mariotti S. and Elia S. – “Entry Mode Choice: Is MNEs’ Behavior Space-Neutral?” - Paper presented at 54th Academy of International Business (AIB) conference – Washington (USA), June 30- July 3.
    119. Caniato F., Elia S., Luzzini D., Piscitello L., Ronchi S. – “The Impact of Location Choice and Governance Model on the Offshoring Performance” – Paper presented at 54th Academy of International Business (AIB) conference – Washington (USA), June 30- July 3.
    120. Caniato F., Elia S., Luzzini D., Piscitello L., Ronchi S. – “Governing offshoring: evidence from an international survey” – Paper presented at the 4th World conference Production & Operations Management – Amsterdam (Netherlands), July 01-05
    121. De Beule, F, Elia, S. and Piscitello, L. – “Preserving Competences and Dealing with Institutional Distance: a Comparison between the Entry Mode of Multinational Firms from Emerging and from Advanced Countries” – Paper presented at the Conference EPI 2012 “The role of large emerging countries in the world economy: threats and opportunities for European firms?” – Parma (Italy), June 18-19.

122. Buckley P.J., Elia S., Kafouros M. – “BRIC multinationals in advanced countries: does performance of target firms gain?” – Paper presented at the Conference EPI 2012 “The role of large emerging countries in the world economy: threats and opportunities for European firms?” – Parma (Italy), June 18-19.
123. Caniato F., Elia S., Luzzini D., Piscitello L., Ronchi S. – “Location drivers as antecedents of offshoring performance the moderating effect of the governance model” – Paper presented at the Offshoring Research Network International Conference: The Global Sourcing of Innovation – Milan (Italy), May 29-31
124. Elia S. – “Multinational firms from emerging to advanced countries: target firms’ performance implications” – Presentation at the conference on European Integration and Chinese Foreign Direct Investment in the EU – Leeds (UK), April 11-12, 2012
125. Caniato F., Elia S., Luzzini D., Piscitello L., Ronchi S. – “Captive or outsourcing offshoring? The performance implications of locations specific characteristics under different governance models”, paper presented at the 2012 IPSERA Conference – Naples (Italy), April 1-4
126. Caniato F., Elia S., Luzzini D., Piscitello L., Ronchi S. – “Offshoring and performance: the role of governance mode and host country characteristics.”, paper presented at the ITSG Conference – Prague (Czech republic), February 16-17
- **2011**

127. Elia S., Bertoni F., Rabbiosi L. – “Multinational firms from emerging countries and traditional IB theories: Some evidences from acquisitions in advanced countries” – paper presented at the at the 37th European International Business Academy (EIBA) conference – Bucharest (Romania), December 07-10.

128. Elia S., Piscitello L. – “Internationalization strategies and entry mode choices: A comparison between EMNCs and AMNCs” – Paper presented at the 3I’s conference “Emerging Market Firm Competitiveness: Internationalization, Innovation and Institutions” – Philadelphia (Pennsylvania), November 11–12.

129. Elia S., Santangelo G. – “The role of home country-specific disadvantages in strategic asset acquisitions by emerging market multinationals”– Paper presented at the 3I’s conference “Emerging Market Firm Competitiveness: Internationalization, Innovation and Institutions” – Philadelphia (Pennsylvania), November 11-12.

130. Buckley P.J., Elia S., Kafouros M. - “The Role Of Experience In Moderating The Effect Of Emerging Multinationals’ Resources On The Performance Of Target Firms” – Paper presented at the Academy of International Business Southeast USA Chapter (AIB-SE) annual meeting – Orlando (Florida), October 26–28.

131. Elia S., Santangelo G. – “How do multinational firms from emerging countries use acquisitions in advanced economies to upgrade their capabilities?” Paper presented at the 38th Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – Edinburg (UK), April 14-16.

132. Elia S., Santangelo G. – “Acquisitions from emerging to advanced countries and capability upgrading strategies” - Paper presented at the “The International Business conference 2011” – Reading (UK), April 11-12.
  - **2010**

133. Buckley P.J., Elia S. Kafouros M. - “*How emerging multinational companies affect target firms in advanced countries?*” – Paper presented at the 36th European International Business Academy (EIBA) conference – Porto (Portugal), December 09-11.

134. Elia S., Maggi E. and Mariotti I. – “*Horizontal, vertical and conglomerate investments in the Italian logistics industry: drivers and strategies*” – Paper presented at the 50th European Regional Science Association (ERSA) – Jönköping (Sweden), August 19 - 23.

135. Buckley P.J., Elia S. Kafouros M. - “*The performance of firms acquired by multinational companies from emerging countries: theoretical framework and empirical evidence*” – Paper presented at the 52th Academy of International Business (AIB) conference – Rio de Janeiro (Brazil), June 25-29.

136. Maggi E., Mariotti I., Elia S. – “*The drivers of horizontal, vertical and conglomerate integrations in the Italian logistics industry. A multinomial logit model*” – Paper presented at the 12th scientific meeting of the Italian Society of Transport Economists (SIET - Società Italiana degli Economisti dei Trasporti) – Rome (Italy), June 17-18.

137. Elia S., Maggi E., Mariotti I., “*What drives the logistics FDI? An empirical investigation in Italy*” – Paper presented at the European Network on Industrial Policy (EUNIP) conference – June 9-11.

138. Buckley P.J., Elia S. and Kafouros M. - “*Acquisitions from Emerging to Advanced Countries: Theoretical and Empirical Investigation on the Performances of Target Firms*” – Paper presented at the 37th Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – Dublin (Ireland), April 8-10.
  - **2009**

139. Mariotti S., Piscitello L., Elia S. – “*Location and agglomeration of MNEs: The role of information and knowledge externalities*” – Paper presented at the 35th European International Business Academy (EIBA) conference – Valencia (Spain), December 10-12.
140. Mariotti S., Piscitello L., Elia S. - “*Co-agglomeration of national and multinational firms: centripetal and centrifugal forces*” – Paper presented at the XX scientific meeting of the Italian Association of Industrial Engineering - Associazione Italiana di Ingegneria Gestionale (AiIG) – Udine (Italy), October 28-30.
141. Mariotti S., Piscitello L., Elia S. - “*Do knowledge spillovers promote the co-agglomeration between national and multinational firms?*” – Paper presented at the 11th European Trade Study Group (ETSG) conference – Rome (Italy), September 10-12.
142. Mariotti S., Piscitello L., Elia S. – “*Spatial agglomeration of MNEs: The role Informational externalities and knowledge spillovers*” - Paper presented at the FIRB-RISC conference “Research and Entrepreneurship in the Knowledge Based Economy” – Milan (Italy), September 7-8.
143. Elia S., Mariotti S. - “*The agglomeration forces of national and multinational companies: are they different? The case of Italy*” – Paper presented at the 36th Academy of International Business UK & Ireland Chapter (AIB-UKI) conference – Glasgow (UK), April 2-4.
144. Buckley P.J., Elia S., Kafouros M. – “*M&As from emerging to advanced countries: what variables affect the performance of firms acquired by emerging multinational companies?*” – Poster presented at “The Second Reading International Business conference” – Reading (UK), March 30-31.
- **2008**

145. Elia S., Mariotti S. – “*Clustering of National and Multinational Firms: evidence from Italy*”. Paper presented at the 34th European International Business Academy (EIBA) conference – Tallinn (Estonia), December 11 - 13.

146. Elia S., Mariotti I., Piscitello L. – “*The Effect of FDI on the Italian Labour Market*”. Paper presented at the seminar “NORFACE” – München (Germany), October 24-25..

147. Bertoni F. Elia S., Rabbiosi L. – “*Drivers of acquisitions from BRICs to advanced countries: firm-level evidence*”. Paper presented at the conference “Emerging Multinationals: Outward Foreign Direct Investment from Emerging and Developing Economies” – Copenhagen (Denmark), October 9-10.

148. Bertoni F. Elia S., Rabbiosi L. – “*The firm-specific drivers of M&As from emerging to advanced countries*”. Paper presented at the workshop UNUMERIT “The Internationalisation of Chinese and Indian Firms” - Maastricht (The Netherlands), September 25.

149. Elia S., Maggi E., Mariotti I. - “*Does the logistics sector gain from manufacturing internationalization? An empirical investigation on the Italian case*” – Paper presented at the 29th Conference of the Italian Association of Regional Sciences (AISRe – Associazione Italiana di Scienze Regionale) – Bari (Italy), September 24-26.

150. Elia S., Mariotti I., Piscitello L. – “*Outward FDI and home employment. Is Italy experiencing skill upgrading?*” Paper presented at the 13<sup>th</sup> national meeting of the Italian Association of Labor Economists (AIEL, Associazione Italiana Economisti del Lavoro) – Brescia (Italy), September 11 - 12.

151. Elia S., Mariotti S. – “*Differences and similarities in the agglomeration patterns of multinational and national firms in Italy*”. Paper presented at the 48th European Regional Science Association (ERSA) conference – Liverpool (UK), August 27 - 31.

152. Elia S., Maggi E., Mariotti I. – “*The impact of internationalisation on the logistics employment in Italy*”. Paper presented at the 48th European Regional Science Association (ERSA) – Liverpool (UK), August 27 - 31.

153. Elia S., Mariotti I., Piscitello L. – “*The effects of outward FDI on The labour demand for high and low skilled workers*”. Paper presented at the 50th Academy of International Business (AIB) conference – Milan, June 30 – July 3.
  - **2007**

154. Elia S. - “*Do Western European FDI substitute for trade towards Eastern Europe?*”. Paper presented at the 33<sup>th</sup> European International Business Academy (EIBA) conference – Catania (Italy), December 13-15.

155. Elia S., Maggi E., Mariotti I. - “*Gli effetti della delocalizzazione produttiva sulla domanda di lavoratori delle imprese logistiche nelle province italiane*” (*The effects of outward foreign direct investments on the labor demand of logistics companies in the Italian provinces*). Paper presented at the 9th scientific meeting of the Italian Society of Transport Economists (SIET - Società Italiana degli Economisti dei Trasporti) Napoli (Italy), October 3-5.

156. Elia S., Mariotti S. - “*The firm specific determinants of the agglomeration: a comparison between multinational and national firms*”. Paper presented at the 28th National Conference of the Italian Association of Regional Science (AISRe - Associazione Italiana Scienze Regionali) – Bolzano (Italy), September 26-28.

157. Elia S., Maggi E., Mariotti I. (2007), "*The impact of outward foreign direct investments on the logistics' employment in Italy. An empirical investigation on the NUTS 3 provinces*", European Union Regional Economics Applications Laboratory (EUREAL) Workshop, Bocconi University, Milano (Italy), September 14-15.
158. Elia S., Mariotti I., Piscitello L. - "*Direct and indirect effects of outward foreign direct investments on employment and skill composition in Italian regions*". Paper presented at 9th European Trade Study Group (ETSG) conference – Athens (Greece), September 13-15.
159. Elia S., Mariotti I., Piscitello L. - "*Labour demand effects of outward FDI. A focus on the Italian case*". Paper presented at the 10th European Network of Industrial Policy (EUNIP) conference – Florence (Italy), September 12-14.
160. Elia S., Mariotti I., Piscitello L. - "*Direct and indirect effects of outward FDI on employment and skill composition in Italian Regional Industries*". Paper presented at 47th European Regional Science Association (ERSA) conference – Paris (France), August 29 – September 2.
161. Elia S., Mariotti S. - "*The determinants of agglomeration of the economic activities: a comparison between multinational and national firms*". Paper presented at the 16th national meeting of the Italian Association for economic comparative systems studies (AISSEC - Associazione Italiana per lo Studio dei Sistemi Economici Comparati) – Parma (Italy), June 21-23.
162. Elia S. - "*Do Western European FDI substitute for export towards Eastern Europe?*". Paper presented at the annual meeting of the National Research Council – Torino (Italy), February 22-23.