

## Josip Kotlar, PhD

Associate Professor of Strategy and Family Business

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### Education:

- 2013 Ph.D. in Economics and Management of Technology (University of Bergamo, Italy)  
Dissertation: "Family-centered non-economic goals and the strategic behavior of family firms" (Supervisor: Prof. Lucio Cassia)
- 2009 Master of Science Degree, Management Engineering (University of Bergamo, Italy)
- 2007 Bachelor of Science Degree, Management Engineering (University of Bergamo, Italy)

### Academic Career:

- Oct. 2018 – present Associate Professor of Strategy and Family Business  
School of Management, Politecnico di Milano
- Aug. 2016 – Sept. 2018 Associate Professor (UK Senior Lecturer)  
Lancaster University Management School, UK
- Oct. 2013 – Aug. 2016 Assistant Professor (UK Lecturer)  
Lancaster University Management School, UK
- Sep 2009 – Sept. 2013 Research Associate  
Center for Young and Family Enterprise, University of Bergamo,  
Italy
- Jan. 2012 – June 2012 Visiting Scholar  
Haskayne School of Business, University of Calgary (Canada) &  
Department of Management and Information Systems, Mississippi  
State University (U.S.A.)

## RESEARCH

### Publications

#### Academic Publications in International Refereed Journals

1. Kotlar, J., De Massis, A., Frattini, F., & Kammerlander, N. 2020. Motivation gaps and implementation traps: The paradoxical and time-varying effects of family ownership on firm absorptive capacity. *Journal of Product Innovation Management*, 37(1), 2-25.
2. Sasaki, I., Kotlar, J., Ravasi, D., & Vaara, E. 2020. Dealing with revered past: Historical identity statements and strategic change in Japanese family firms. *Strategic Management Journal*, in press.
3. Chirico, F., Criaco, G., Baù, M., Naldi, L., Gomez-Mejia, L. R., & Kotlar, J. 2020. To patent or not to patent: That is the question. Intellectual property protection in family firms. *Entrepreneurship Theory and Practice*, in press.
4. Kotlar, J., Sieger, P. 2019. Bounded rationality and bounded reliability: A study of non-family managers' entrepreneurial behavior in family firms. *Entrepreneurship Theory & Practice*, 43(2), 251-273.
5. Mazzelli, A., Nason, R. S., De Massis, A., & Kotlar, J. 2019. Causality Rules: Performance Feedback on Hierarchically Related Goals and Capital Investment Variability. *Journal of Management Studies*, 56(8), 1630-1654.
6. Kotlar, J., & Chrisman, J. J. 2019. Point: How family involvement influences organizational change. *Journal of Change Management*, 19(1), 26-36.
7. Arzubiaga U., Kotlar, J., De Massis A., Maseda A., Iturralde T. 2018. Entrepreneurial orientation and innovation in family SMEs: Unveiling the (actual) impact of the Board of Directors. *Journal of Business Venturing*, 33(4), 455-469.
8. Kotlar, J., Signori, A., De Massis, A., & Vismara, S. 2018. Financial wealth, socioemotional wealth, and IPO underpricing in family firms: A two-stage gamble model. *Academy of Management Journal*, 61(3), 1073-1099.
9. De Massis, A., Kotlar, J., Mazzola, P., Minola, T., & Sciascia, S. 2018. Conflicting selves: Family owners' multiple goals and self-control agency problems in private firms. *Entrepreneurship Theory and Practice*, 42(3), 362-389.
10. Arzubiaga, U., Iturralde, T., Maseda, A., & Kotlar, J. 2017. Entrepreneurial orientation and firm performance in family SMEs: The moderating effects of family, women, and strategic involvement in the board of directors. *International Entrepreneurship and Management Journal*, 14(1), 217-244.

11. Mazzelli, A., Kotlar, J., & De Massis, A. 2018. Blending in while standing out: Selective conformity and new product introduction in family firms. *Entrepreneurship Theory and Practice*, 42(2), 206-230.
12. Rondi, E., De Massis, A., Kotlar, J. 2019. Unlocking innovation potential: A typology of family business innovation postures and the critical role of the family system. *Journal of Family Business Strategy*, 10(4), 1-13.
13. Fang, H., Kotlar, J., Memili, E., Chrisman, J. J., & De Massis, A. 2018. The pursuit of international opportunities in family firms: Generational differences and the role of knowledge-based resources. *Global Strategy Journal*, 8(1), 136-157.
14. Kotlar, J., De Massis, A., Wright, M., & Frattini, F. 2018. Organizational goals: Antecedents, formation processes, and implications for firm behavior and performance. *International Journal of Management Reviews*, 20(S1), 3-18.
15. Kull, T. J., Kotlar, J., & Spring, M. 2018. Small and medium enterprise research in supply chain management: The case for single-respondent research designs. *Journal of Supply Chain Management*, 54(1), 23-34.
16. De Massis, A., Kotlar, J., Wright, M., & Kellermanns, F. 2018. Sector-based entrepreneurial capabilities and the promise of sector studies in entrepreneurship. *Entrepreneurship Theory and Practice*, 42(1), 3-23.
17. Feranita, F., Kotlar, J., & De Massis, A. 2017. Collaborative innovation in family firms: Past research, current debates and agenda for future research. *Journal of Family Business Strategy*, 8(3), 137-156.
18. De Massis, A., Frattini, F., Kotlar, J., Messeni-Petruzzelli, A., & Wright, M. 2016. Innovation through tradition: Lessons from innovative family businesses and directions for future research. *Academy of Management Perspectives*, 30(1), 93-116.
19. De Massis, A., Kotlar, J., Frattini, F., Chrisman, J.J., & Nordqvist, M. 2016. Family governance at work: Organizing for new product development in family SMEs. *Family Business Review*, 29(2), 189-213.
20. De Massis, A., Ding, S., Kotlar, J., Wu, Z. 2016. Family Involvement and R&D expenses in the context of weak property rights protection: An examination of non-state-owned listed companies in China. *European Journal of Finance*, in press.
21. Chrisman, J.J., Fang, H.C., Kotlar, J., & De Massis, A. 2015. A note on family influence and the adoption of discontinuous technologies in family firms. *Journal of Product Innovation Management*, 32(3), 384-388.

22. De Massis A., Kotlar J., Campopiano G., Cassia L. 2015. The impact of family involvement on SMEs performance: Theory and evidence. *Journal of Small Business Management*, 53(4), 924-948.
23. De Massis, A, & Kotlar, J. 2015. Learning resources for family business education: A review and directions for future developments. *Academy of Management Learning & Education*, 14(3), 415-422.
24. Kotlar, J., Fang, H.C., De Massis, A., & Frattini, F. 2014. Profitability goals, control goals, and the R&D investment decisions of family and non-family firms. *Journal of Product Innovation Management*, 31(6), 1128-1145.
25. Kotlar, J., De Massis, A., Fang, H.C., Frattini, F. 2014. Strategic reference points in family firms. *Small Business Economics*, 43(3), 597-619.
26. De Massis A., Kotlar J., Chua J.H., Chrisman J.J. 2014. Ability and willingness as sufficiency conditions for family-oriented particularistic behavior: Implications for theory and empirical studies. *Journal of Small Business Management*, 52(2), 344-364.
27. De Massis, A., Kotlar, J. 2014. Case study method in family business research: Guidelines for qualitative scholarship. *Journal of Family Business Strategy*, 5(1), 15-29.
28. De Massis A., Chirico F., Kotlar J, Naldi L. 2014. The temporal evolution of proactiveness in family firms: The horizontal S-curve hypothesis. *Family Business Review*, 27(1), 35-50.
29. Kotlar, J., & De Massis, A. 2013. Goal setting in family firms: Goal diversity, social interactions, and collective commitment to family-centered goals. *Entrepreneurship Theory and Practice*, 37(6), 1263-1288.
30. Kotlar J., De Massis A., Frattini F., Bianchi M., Fang H.C. 2013. Technology acquisition in family firms: A longitudinal analysis of Spanish manufacturing firms. *Journal of Product Innovation Management*, 30(6), 1073-1088.
31. De Massis A., Kotlar J., Campopiano G., Cassia L. 2013. Dispersion of family ownership and performance in family firms. *Journal of Family Business Strategy*, 4(3), 166-175.
32. De Massis A., Kotlar J., Frattini, F. 2013. Is social capital perceived as a source of competitive advantage or disadvantage for family firms? An explorative analysis of CEO perceptions. *Journal of Entrepreneurship*, 22(1), 15-41.

## Book Chapters

1. Campopiano, G., De Massis, A., Kotlar, J. 2019. Environmental jolts, family-centered non-economic goals and innovation: Toward a framework of family firm resilience. In Memili, E. & Dibrell C. (Eds.), *The Palgrave Handbook of Heterogeneity among Family Firms*. Palgrave Macmillan.

2. De Massis A., Discua Cruz A., Jackson J., Kotlar J., Mazzelli A. 2014. Beales Hotels: Embracing change while minding their own business for over 200 years. In Sharma P., Auletta N., DeWitt R., Parada M. J., Yusof M. (Eds.), *The Global STEP Booklet Volume II*. Cheltenham, UK: Edward Elgar.
3. De Massis A., Sharma P., Chua J.H., Chrisman J.J., Kotlar J. 2012. State-of-the-art of family business research. In De Massis A., Sharma P., Chua J.H., Chrisman J.J., *Family business studies: An annotated bibliography*. Cheltenham, UK: Edward Elgar.
4. De Massis A., Sharma P., Chua J.H., Chrisman J.J., Kotlar J. 2012. Trends in family business empirical research. In De Massis A., Sharma P., Chua J.H., Chrisman J.J., *Family business studies: An annotated bibliography*. Cheltenham, UK: Edward Elgar.

### Teaching case studies

1. Feranita F., De Massis A., Santora J. C., Kotlar J. 2018. Managing strategic change in family business: The case of Glopac Chemical. In Dieleman, M. (Eds.), *SAGE Family Business Teaching Case Series* by SAGE Business Cases.

### Honors and Awards

- *Best paper contribution to practice*  
*International Family Enterprise Research Academy (IFERA) (Bergamo, Italy, 2019).*
- *Best paper on conference theme*  
*International Family Enterprise Research Academy (IFERA) (Zwolle, Netherlands, 2018).*
- *Dean's Award "Early Career Researcher of the Year", 2017*  
*Lancaster University Management School*
- *FBR Best Published Paper Awards - Honorable mention, 2017*  
*Family Business Review, Sponsored by Family Firm Institute*
- *Outstanding Reviewer Award, 2017*  
*Family Business Review, Sponsored by Family Firm Institute*
- *Best Paper included in AoM Proceedings, 2017*  
*Academy of Management Annual Meeting (Atlanta, USA, 2017)*
- *Outstanding Reviewer Award, 2016*  
*Entrepreneurship Theory & Practice*
- *Excellent Reviewer Award, 2016*  
*Family Business Review, Sponsored by Family Firm Institute*

- ***Emerald Citations of Excellence Award, 2016***  
*Emerald Group Publishing Limited*
- ***Best Paper included in AoM Proceedings, 2016***  
*Academy of Management Annual Meeting (Anaheim, USA, 2016)*
- ***Journal for Small Business Management Editor's Choice Award, 2016***  
*United States Association for Small Business and Entrepreneurship (USASBE) annual conference*
- ***Best Paper included in AoM Proceedings, 2015***  
*Academy of Management Annual Meeting (Vancouver, British Columbia, Canada, 2015)*
- ***Most downloaded article in the Journal of Family Business Strategy, 2014***  
*"The case study method in family business research: Guidelines for qualitative scholarship"*
- ***Certificate in Excellence in Reviewing***  
*Journal of Family Business Strategy, 2014*
- ***Best Practitioner Focused Paper Award***  
*Family Enterprise Research Conference, FERC (Portland, Oregon, USA, 2014)*
- ***Best Paper included in AoM Proceedings, 2014***  
*Academy of Management Annual Meeting (Philadelphia, Pennsylvania, USA, 2014)*
- ***Best Conference Paper Award***  
*International Family Enterprise Research Academy (IFERA) (Lappeenranta, Finland, 2014).*
- ***Best Paper Award Finalist***  
*European Academy of Management, EURAM (Valencia, Spain, 2014)*
- ***Best Reviewer Award Nomination***  
*EURAM - Corporate Governance SIG (Istanbul, Turkey, 2013)*
- ***Best Paper Award***  
*FERC (Montreal, Canada, 2012)*
- ***Best Doctoral Student Paper Award***  
*FERC (Montreal, Canada, 2012)*
- ***Best Paper Award***  
*EFMD Entrepreneurship Conference (Tallin, Estonia, 2011)*
- ***Best Master Degree Dissertation Award***  
*SDM School of Management, University of Bergamo (Bergamo, Italy, 2009)*

## Research Grants and Sponsored Research Projects

- Family Owned Business Institute (FOBI) Scholarship Award, 2016.  
Proposal: "Mastering Product Innovation in Family Business."
- Institute for Family Business (IFB) Research Foundation, 2015.  
Proposal: "Entrepreneurial Orientation in Private Family Firms in the UK." Team: Imperial College, Lancaster University and Durham University Business Schools
- FOBI Scholar in Residence Scholarship 2015  
Family Owned Business Institute, Grand Valley State University, Grand Rapids, Michigan, USA.
- Research and Development Management Association (RADMA), 2015. Proposal: "Research on Family Involvement and Innovation in SMEs: A Human Resource Management Perspective"
- Research and Development Management Association (RADMA), 2015. Proposal: "Research on the Effects of Strategic Objectives and Actions on Value Creation".
- Lancaster University Management School pump-priming research grant, 2014.  
Proposal: "Tradition driven innovation."
- Family Owned Business Institute (FOBI) Scholarship Award, 2014.  
Proposal: "From Research to Practice: Planning for New Futures in Family Business Education."

## Invited Speeches and Presentations

- Keynote Panelist, FERC - Family Enterprise Research Conference, Burlington, US (June 2019). Presentation "Staying at the top: What drives sustainable competitive advantage in family firms?"
- 1<sup>st</sup> Family Business and Corporate Control Workshop, Bocconi University, Milano, Italy (June 2018). Invited paper presentation "Family, governance-based isolating mechanisms, and sustainability of performance advantages".
- Centre for Family Enterprise and Ownership CeFEO, JIBS, Jönköping, Sweden (June 2018)  
Invited Research Workshop Discussant
- International Family Enterprise Research Conference, Zwolle, Netherlands (June 2018)  
Keynote speech: "Three impending disruptions in family business research (And a modest proposal for staying ahead of the game)".
- University of Wolverhampton (March 2018)  
Invited research presentation "Bounded Rationality, Bounded Reliability, and Non-Family Managers' Entrepreneurial Behavior in Family Firms".
- Politecnico di Milano School of Management (October 2017)  
Invited research presentation "Bounded rationality, bounded reliability and the entrepreneurial behavior of non-family managers in family firms".

- European Academy of Management, Glasgow, UK (June 2017)  
Keynote speaker for the Family Business Research Strategic Interest Group: “Engaged scholarship in family business research: Opportunities and challenges”.
- LUISS Department of Business and Management (June 2017)  
Invited research presentation “The future of family business and entrepreneurship research”.
- University of St. Gallen, Switzerland (May 2017)  
Invited research presentation “Entrepreneurial behavior of family and non-family managers in family firms”, Theories of Family Enterprise (ToFE) Conference.
- House of Commons, UK Parliament, London, UK (April 2017)  
Invited panelist on the All-Party Parliamentary Group on Family Business. Discussion topic: “Family Business: Making Success of Succession”.
- Ernst & Young (EY) Family Business initiative, London, UK (April 2017)  
Invited speaker at EY Family Business Roundtable “Entrepreneurship and Innovation across Generations”.
- PwC Launch of the UK Family Business Survey, London, UK (February 2017)  
Invited panelist on webcast: <http://pwc.ggwebcast.com/live/EG102/welcome/>
- University of Alberta, Canada (May 2016)  
Invited research presentation “Conformity or divergence... To what? Selective imitative behavior and product innovation introduction in family firms”, Theories of Family Enterprise (ToFE) Conference.
- London Business School, UK (April 2016)  
Invited key-note speech “Uncovering the success and secrets of long lasting and innovative family businesses”, LBS Family Business Day.
- Seidman College, Grand Valley State University (September 2015)  
Invited speeches “Innovation through tradition: What can we learn from innovative family businesses?” and “Family business research: Current trends and future opportunities”.
- Zeppelin University, Germany (May 2015)  
Invited speech “Qualitative research in family business” and “An overview of research on family firm innovation”.
- Sauder Business School, University of British Columbia, Vancouver, Canada (June 2014)  
Invited speech “Family governance at work: Organizing high-performing new product development in family firms”.
- Madrid University Carlos III, Madrid, Spain (May 2014)  
Invited speech “Innovation in family firms: Prospects for future research”.



- University of Alberta, Edmonton, Canada (May 2014)  
Invited commentary at the “Theories of Family Enterprise” Conference, “Exploring the resiliency of family business organizations”.
- Zhejiang University, Hangzhou, China (October 2013)  
Invited research presentation at the 2013 *Management and Organization Review* Workshop for the Special Issue on “*Expanding Research on Family Business in China*”.

## Research featured in business press, media and reports

- RealBusiness, October 2019. Who do you think you are? Businesses that question and change their motto stand to win big. ([link](#))
- [www.familybusiness.org](http://www.familybusiness.org), 2019. Unlocking the Innovation Potential of Family Firms: An Assessment Tool. ([link](#))
- The Conversation, June 2018. The Sky takeover and the next generation of the Murdoch dynasty. ([link](#))
- Tharawat magazine, July 2017. Hidden Resources: How family firms use their past to innovate. ([link](#))
- The Sunday Times, March 2017. Meet the disruptors - This year’s Maserati 100 showcases the great British entrepreneurs who are challenging the established players. ([link](#))
- Tharawat magazine, March 2017. Unlocking the Innovation Potential of Family Firms. ([link](#))
- PwC London, Feb 2017. Launch of the UK Family Business Survey. Invited panelist on webcast. ([link](#))
- Le Monde, July 2016. Innover n’est pas rompre avec le passé. ([link](#))
- Financial Times, June 2016. Family businesses need youth on their side. ([link](#))
- MiBiz (Michigan, USA), September 2015. West Michigan firms leverage industry partnerships, talent to innovate efficiently. ([link](#))
- Thought leadership from Credit Suisse report, July 2015. The outperformance of family businesses. ([link](#))
- Tharawat magazine, January, 10, 2015. Learning resources for family business education. ([link](#))
- Tharawat magazine: “Lancaster Centre for Family Business Builds Bridges Between Academia and the Business Community”, June 2014. ([link](#))

## Editorial roles to international research journals

Associate Editor for *Family Business Review* (2018-2020)

Guest Editor for *Family Business Review* – Special Issue “2022 Review Issue” (exp. January 2022)

Guest Editor for *Journal of Family Business Strategy* – Special Issue “Coping with Disruptions: Family Firm Continuity and Sustainability in Times of Rapid Change” (exp. June 2020)

Guest Editor for *Entrepreneurship Theory and Practice* – Special Issue “Sector studies in entrepreneurship: Toward a deeper understanding of industry-specific determinants, processes and outcomes of entrepreneurial phenomena” (January 2018)

Guest Editor for the *International Journal of Management Reviews* – Special Issue “Organizational goals: Antecedents, formation processes, and implications for firm behavior” (January 2018)

Editorial Review Board member: *Entrepreneurship Theory and Practice*; *Journal of Family Business Strategy*.

Ad-hoc reviewer:

- *Academy of Management Journal*
- *Corporate Governance: An International Review*
- *Entrepreneurship and Regional Development*
- *Journal of Business Venturing*
- *Journal of Management Studies*
- *Journal of Product Innovation Management*
- *Journal of Small Business Management*
- *Strategic Management Journal*

## Leadership and contribution to the field

Board Member & Executive Director of Research and Publications 2016 – 2020  
International Family Enterprise Research Academy (IFERA)

Academic Program Chair 2015  
International Family Enterprise Research Academy (IFERA) 2015 Annual Conference in Hamburg, Germany, 30th June to 3rd July, 2015. Conference title: *Tradition and innovation in family business*.

Track Chair 2015  
*Innovation and Product Development in Family Firms*, EIASM Innovation & Product Development Management (IPDM) conference in Copenhagen, Denmark, 14<sup>th</sup> and 15<sup>th</sup> June, 2015.

Conference Track-Chair and Discussant:

EURAM (2015); IFERA (2013-present); Academy of Management Annual Meetings (2014-present; except 2015).

## LEADERSHIP AND SERVICE TO THE UNIVERSITY

### Leadership roles at Politecnico di Milano School of Management

Director, Family Business Research Group Politecnico di Milano School of Management (Italy)	Oct 2018 – present
Delegate for Alumni Relationships MIP Graduate School of Business - Politecnico di Milano School of Management (Italy)	Jan 2020 – present
Member of the Alumni Strategy Group Politecnico di Milano School of Management (Italy)	Oct 2019 – present

### Previous roles (Lancaster University Management School)

Research Director, Department of Entrepreneurship, Strategy & Innovation Lancaster University Management School (UK)	2017 – 2018
Co-Director, LUMS Centre for Family Business Lancaster University Management School (UK)	2016 – 2018
Program Director, Master program in Entrepreneurship, Innovation & Practice Lancaster University Management School (UK)	2016 – 2017
Scheme-of-Study Director, MSc International Innovation Lancaster University Management School (UK)	2014 – 2015
Deputy Director, MSc in Entrepreneurship, Innovation & Practice Lancaster University Management School (UK)	2014 – 2015
Department Seminars Coordinator Lancaster University Management School (UK)	2014 – 2015
Academic Tutor Coordinator Lancaster University Management School (UK)	2014 – 2015

### University Committees Membership (Lancaster University Management School)

• Research Committee	2016 – present
• Internal Research Grants Committee	2017 – present
• Postgraduate Teaching Committee	2014 – 2016
• Task Force “Improving Student Feedback”	2013 – 2014

## TEACHING

### Undergraduate and postgraduate courses

#### *Politecnico di Milano School of Management (Italy)*

- Family Business (postgraduate, 2018 - present)
- Business Organization (Organizzazione Aziendale, undergraduate, 2018 - present)

#### *Lancaster University Management School (UK)*

- Family Enterprise Management (postgraduate, 2014 - 2018)
- Family Business (undergraduate, 2013-2018)
- Contemporary Research Methods in Management (postgraduate, 2016 - 2018)
- Global Family Enterprise Case Study Competition – Lancaster University Team Coach (2015, 2017) Burlington, Vermont (USA)  
2017: Best Postgraduate Student Presenter award and 1st place in collaboration challenge  
2015: Achieved 2nd place in postgraduate division and Best Postgraduate Student Presenter award
- Entrepreneurship in a Global Context (undergraduate, 2014/15, 2015/16)
- Entrepreneurship: Key Debates and Concepts (undergraduate, 2013/14, 2014/15, 2015/16)
- China Project (postgraduate, Dissertation MSc International Innovation, 2015/16)
- Social Contexts of Entrepreneurship (undergraduate, 2013/14)
- Entrepreneurs and Entrepreneurship (undergraduate, 2013/14)

#### *University of Bergamo (Italy)*

- Management Control Systems (undergraduate, 2011 - 2013)
- Quantitative and qualitative data analysis (postgraduate, 2009 - 2013)
- Strategic Management (postgraduate, 2009 - 2013)
- International Management (postgraduate, 2009 - 2013)

#### *Mississippi State University (USA)*

- Entrepreneurship (undergraduate), Department of Management and Information Systems (2012), teaching assistant.

### PhD Programs

Courses taught:

- Quantitative and Qualitative Content Analysis Sept 2019  
PhD Course developed and delivered for the Doctoral Program of VHB, the German Academic Association for Business Research (with prof. N. Kammerlnader, WHU Vallendar)
- How to Present your Work in Public and at Conferences 2016-2018  
PhD Program in Management (Lancaster University Management School)
- Quantitative and Qualitative Content Analysis Sept 2017  
PhD Course developed and delivered for the Doctoral Program of VHB, the German Academic Association for Business Research (with prof. N. Kammerlnader, WHU Vallendar)

PhD Students supervision/tutoring:

- Bing Bing Ge, PhD Program in Management (Lancaster University Management School)
- Vittoria Magrelli (completed 2018), PhD Program in Management (Lancaster University Management School)
- Feranita Feranita (completed 2017), PhD Program in Management (Lancaster University Management School)
- Emanuela Rondi (completed 2016), PhD Program in Management (Lancaster University Management School)
- Ambra Mazzelli (completed 2016), PhD Program in Management (Lancaster University Management School)
- External Examiner for the following PhD Students: Sarah Fitz-Koch (pre-Viva examination, Swedish University of Agricultural Sciences, Sweden, 2019); Qilin Hu (Durham University, UK, 2019); Horacio Arredondo (IE Business School, Spain, 2018).

## Executive education

### *MIP Graduate School of Business - Politecnico di Milano (Italy)*

- Governance and Management in Family Companies  
MIP Executive MBA, 2018 - ongoing
- Strategy with a Purpose - Reconciling purpose and value creation to build an iconic company  
MIP Special Executive Program in partnership with Moleskine, Mind At Work, and Interbrand, 2019
- Strategy  
MIP International MBA PT, 2020

MIP, International Master in Innovation Management, 2019

POLI.design, Master in Strategic Design, 2019

- Innovation and Competitive Advantage  
MIP Master in Management, 2019
- Silicon Valley Experience  
MBA and Executive MBA Students, in collaboration with BAIA and University of Santa Clara - Leavey School of Business, 2019
- Custom Corporate courses in strategy and innovation  
Moleskine (2019), TeamSystems (2019), Mediaset (2019), ENI (2018, 2019)

*Lancaster University Management School (UK)*

- “Innovation Strategy”, Productivity through People Programme 2018
- “Facilitating Innovation”, Cumbria Innovation Forum 2017-2018
- Leading Management Transformation, Corporate program for BAE Systems 2016-2018
- Leadership Program for Family Business - Lancaster University Management School 2015