

Beatrice Orlando

E-mail: beatrice.orlando@uniroma1.it;

PERSONAL PROFILE

- Ph.D in Business Management and Corporate Finance
- National qualification as Associate Professor.
- Chartered Accountant,
- Adjunct Professor of Strategies for Business Growth, Sapienza University of Rome
- Adjunct Professor of Business Management, UNINT - Rome
- Current research interests: Innovation adoption; Open Innovation; Decision Making; Slack Resources; Firm Performance, Social Entrepreneurship.

EDUCATION AND QUALIFICATIONS

2017

National qualification named "Abilitazione a professore di II fascia" (associate professor), settore 13-B/2, from 26/07/2017 to 26/07/2023.

2016

Chartered Accountant, 08/02/2016; ODCEC Rome, Italy.

2010

Ph.D in Business Management and Corporate Finance, Sapienza University of Rome, Department of Management. Ranked first among competition participant, in 2007; with fellowship. Dissertation title: "Organizational Slack and Shadow Options": real options in a path dependent logic."

2007

Master in Finance, "Intermediary, Regulators, Issuers, and Financial Markets", Sapienza University of Rome, Department of Law and Economics. Dissertation title: "The price-sensitive information and the market abuse".

2004

Graduate Degree in Economics and Accounting, Sapienza University of Rome. Dissertation title: "An analysis of sustainable consumers' behaviour: the consumerism and no-shopping phenomena".

ACADEMIC WORK EXPERIENCE AND TEACHING ACTIVITY (OFFICIALLY HELD COURSES AND POSITIONS)

2019

- Adjunct Professor of Business Management, UNINT, Rome.

2018

- Adjunct Professor of Business Management, UNINT, Rome.
- Adjunct Professor of Strategies for Business Growth, Sapienza University of Rome

2017

- Adjunct Professor of Strategies for Business Growth, Sapienza University of Rome
- Adjunct Professor of Health Management, UNINT, Rome.

2016

- Adjunct Professor of Business Management, University of Perugia (location: Terni), Faculty of Economics.
- Adjunct Professor of Health Management, UNINT, Rome.

2015

- Adjunct Professor of Business Management, University of Perugia (location: Terni), Faculty of Economics.
- Adjunct Professor of Business Management, UNINT, Rome.
- Director and lecturer at the Executive Master in Change Management, UNINT, Rome
- Research Grant at Department of Management, Sapienza, University of Rome.

2014

- Adjunct Professor of Business Management, University of Perugia (location: Terni), Faculty of Economics.
- Adjunct Professor of Business Management, UNINT, Rome.
- Lecturer in the Qualification Course for High School Teachers, named "PAS", for the part concerning managerial topics (Knowledge Management, Economic Value Creation).

2013

- Adjunct Professor of Business Management, UNINT, Rome.

2012

- Adjunct Professor of Business Management, case studies, UNINT, Rome.

2010

- Visiting Researcher, London Business School, London, UK. Department of Management Science and Operations.

2009

- Teaching Assistant, course of Business Management, officially held by Professor G.M. Golinelli, Sapienza University of Rome: 40 hours contract of supplementary classes.

OTHER INTERNATIONAL TEACHING EXPERIENCE

- **2018 (May):** Lecturer at the Global and International MBA of Northern Illinois University (Chicago) on the topic of open Innovation and decision making. Classes were held in Rome at Sapienza University, Department of Management.
- **2015 (21/09/2015):** Lecturer on the topic sunk costs and slack resources. International mobility program for students named “TOBITATE! Young Ambassador Program”, promoted by MEXT: Ministry of Education, Culture, Sports, Science and Technology of Japan. Classes were held in Rome at Sapienza University, Department of Management.

OTHER TEACHING INFORMATION

- **(2013-2016)** "Cultore della materia" (Teaching Assistant) in Management, Sapienza University of Rome. This title allows to officially take part of exams' and final dissertations' Commissions, as well as several other activities, including activities as lecturer in courses held by other members of the Faculty.
- **(2016)** Teaching activity in the course of Entrepreneurship and Venture Financing, held by Prof. A. Renzi (in English).
- **(2009)** Winner of the announcement for a 40 hours supplementary teaching activity, in the official course of Business Management, held by the Head of the Department, Prof. G. M. Golinelli.
- **(2008-2015)** Teaching assistant, both during my Ph.D and after, in different courses, officially held by different members of the Faculty, Department of Management, Sapienza University of Rome. Lessons were held in courses such as Business Management, Corporate Finance, and Marketing Strategy. Courses vary for their level, from undergraduate to graduate degree, and at Ph.D level.
- **Supervisors and co-supervisors** for several theses, at both graduate and undergraduate levels.
- Yearly teaching assessment, at any of the aforementioned universities. Good level of satisfaction of students. Assessment available on request to universities.
- Followed several students' group projects during courses, based on the practical use of strategic and financial tools.

OTHER NON-ACADEMIC EMPLOYMENT

2008

- Financial Analyst Intern, Private Equity Area, BNL BNP Paribas, Rome.

2007

- Strategic consultant, Kensington Consulting Srl, Rome.

2006

- Intern at the Ministry of Economy (six months internship), aimed to study the dynamics of inflation and oil price volatility.

2005

- Intern at the Ministry of Public Function (six months internship), "Progetto Cantieri", aimed to study different topics concerning the modernising of Italian Public Administration. Two of the main strands of research were the adoption of a digital logic within public administration, and the social balance-sheet.

2004-2007

- Compulsory three years internship for Chartered Accountant profession

RESEARCH GROUPS AND PARTECIPATION IN OFFICIAL RESEARCH PROJECTS AT BOTH NATIONAL AND INTERNATIONAL LEVEL

2011

- PRIN, Sapienza University of Rome, Department of Management. Research assistant - 1 year temporary position - for the project of national relevance named "Modelli per lo studio dei processi di adozione delle innovazioni" (Models in innovation adoption).

PUBLICATIONS

2018

- "Innovative performance in family business and ownership costs of familiness". Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta. In Challenges and Opportunities in Italian Corporate Governance. Salvatore Esposito De Falco. Virtus Interpress. Forthcoming.
- "Characteristics of social entrepreneur: an explorative analysis" Authors: Beatrice Orlando, Maria Antonella Ferri. China-Usa Business Review, vol. 17, n. 3. DOI: 10.17265/1537-1514/2018.03.001 . Ranked D from Aidea.
- "Open Innovation. A systematic literature review analysis. " Author: Beatrice Orlando. Chinese Business Review, vol. 17, n. 3. DOI: 10.17265/1537-1506/2018.03.001. Ranked D from Aidea.
- "Open and collaborative innovation for strategic growth". Author: Beatrice Orlando. Book. Aracne, Roma. ISBN 978-88-255-1399-8.
- "Are we really open for innovation?". Author: Beatrice Orlando. Book. Aracne. Roma. ISBN 978-88-255-1425-4

2017

- "Diversity of Board of Directors and Environmental Social Governance: evidence from Italian companies". Authors: Salvatore Esposito De Falco, Nicola Cucari, Beatrice Orlando. Corporate Social Responsibility and Environmental Management. DOI: 10.1002/csr.1452. A Journal according to Anvur classification. Impact Factor: 2.647 ISI Journal Citation Reports © Ranking: 2015.
- "Open collaborative innovation and digital platforms." Authors: Salvatore Esposito De Falco; Antonio Renzi; Beatrice Orlando; Nicola Cucari. Production Planning and Control, 28(16). DOI: 10.1080/09537287.2017.1375143. A Journal according to Anvur Classification. 2016 Impact Factor: 2.369.
- "Risk patterns, structural characteristics, and organizational configurations". Authors: Antonio Renzi, Giuseppe Sancetta, Beatrice Orlando. Strategic Change. DOI: 10.1002/jsc.2138 . B Journal according to Aidea rating
- "How does diversification impact innovation? Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta; Nicola Cucari Technology Analysis and Strategic Management, vol. 30(4), pp. 391-404. DOI: 10.1080/09537325.2017.1313405. "A" Journal according to Anvur Classification. 2016 Impact Factor: 1.273.

2016

- "The Fiat Group." Author: Beatrice Orlando. Book Chapter in *Family business: ownership, governance and management*. Author: Salvatore Esposito De Falco. Giappichelli, Torino, pp. pp. XIV-234. ISBN 978-88-9210493-8.
- "The management of innovation in family business." Author: Beatrice Orlando. Book Chapter in *Family business: ownership, governance and management*. Author: Salvatore Esposito De Falco. Giappichelli, Torino, pp. pp. XIV-234. ISBN 978-88-9210493-8.
- "How much organizational slack and attentions affect firm's performance? Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta. Proceedings of the 8th European Conference on Intellectual Capital; ISSN:2049-0933; 2049-0941. SBN:978-1-910810-89-7; 978-1-910810-90-3.

2015

- "Unlevered systematic risk, operating leverage, and structural instability: a theoretical approach from a managerial perspective". Authors: Antonio Renzi, Giuseppe Sancetta, Beatrice Orlando. in AA.VV. Italy in the European Context. New Perspective of Research in Economics, Environment. Giuseppe Sancetta, Donatella Strangio. Palgrave, London (UK). ISBN: 9781137560766

2014

- "Equity cost, fattori firm specific e volatilità nei giudizi degli analisti". Authors: Antonio Renzi, Giuseppe Sancetta, Beatrice Orlando. Chapter 13. in Oltre i confini. Studi in onore di Giuseppe Burgio, in AA.VV. Raimondo Cagiano de Azevedo, Claudio Cecchi, Angela Magistro, Giorgio Milanetti, Giuseppe Sancetta, Donatella Strangio. Roma: Sapienza Universitaria Editrice. ISBN: 978-88-98533-44-2

2013

- Organizational Slack and Shadow Options: the path dependency effect on firm's development. Beatrice Orlando. Book. Aracne. Roma. ISBN 9788854861169

2012

- "Dispersion in Analysts' Forecasts and Stock Prices: An Empirical Test ". Authors: Giuseppe Sancetta, Antonio Renzi, Beatrice Orlando, China-USA Business Review, Volume 11, Issue 9, 2012 (September). David Publishing. D Journal according to Aidea rating.

2010

- Organizational Slack and Shadow Options: real options in a path dependent perspective. Beatrice Orlando. Online publishing, Padis-Sapienza. Collection named "Economia e Finanza nel Governo d'impresa". <http://hdl.handle.net/10805/1416>

2009

- "Organizational Slack and Shadow Options: real options in a path dependent perspective ". Beatrice Orlando. Esperienze d'impresa , n°1, 2009. ISSN: 1971-5293. Scientific Journal according to Anvur rating.

PAPERS UNDER SUBMISSION**2018**

- "Is innovation openness rather the fad or not?". Author: Beatrice Orlando. Under submission to Economics and management Strategy. A Journal according to Anvur ranking 2018.
- "Taking Prospect Theory beyond sunk costs: a study on the bandwagon bias in innovation adoption". Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta. Under submission to Technology Analysis and Strategic Management. A Journal according to Anvur ranking 2018.
- "Social entrepreneurship and social growth options". Authors: Beatrice Orlando, Antonio Renzi, Gianluca Vagnani. Under submission to Corporate Social Responsibility and Environmental Management. A Journal according to Anvur ranking 2018.

CONFERENCES PAPERS, CONFERENCE PARTECIPATION AND PRESENTATIONS**2018**

- "The influence of ownership structure on innovation. ". Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta. International conference "CORPORATE GOVERNANCE: A NEW PERSPECTIVE IN SCHOLARLY RESEARCH", Izmir, Turkey; October 11, 2018. Forthcoming.
- "Is Openness Just A Matter Of Search?" Authors: Beatrice Orlando, Alessandro De Nisco. R&D Management Conference 2018: R&Designing Innovation. 2-4 July 2018, Politecnico di Milano, Italy.
- "Resources Slack for Social Entrepreneurship: The Genesis of Social and Strategic Growth Options." Authors: Beatrice Orlando, Antonio Renzi, Gianluca Vagnani, Craig Watters. Sinergie - Sima 2018 Annual Conference "Transformative business strategies and new patterns for value creation".14-15 June 2018, University of Ca' Foscari, Venice.
- "Collaborative innovation types and performance of firms: insights on consumer innovation." Authors: Beatrice Orlando, Alessandro De Nisco, Giuseppe Sancetta. Sinergie - Sima 2018 Annual Conference "Transformative business strategies and new patterns for value creation".14-15 June 2018, University of Ca' Foscari, Venice.
- Innovative performance in family business and ownership costs of familiness. Authors: Beatrice Orlando, Antonio Renzi. International conference "CORPORATE GOVERNANCE, OWNERSHIP AND CONTROL", Rome, Italy; February 27, 2018, Sapienza. DOI: 10.22495/cbv14i1art4

2017

- "Is public support a bad for the dissemination of crowdfunding among innovative start-up firms?". Authors: Nicola Cucari; Alessandra Ghi; Beatrice Orlando; Antonio Renzi. 10th Annual Euromed Academy of Business Conference, Global and national business theories and practice: bridging the past with the future, Rome, September 13-15 2017. ISSN: 2547-8516. ISBN: 978-9963-711-56-7.
- "Open innovation, ambiguity, and technological convergence". Authors: Beatrice Orlando; Antonio Renzi; Giuseppe Sancetta; Antonella Ferri. Sinergie XXIX Annual Conference: "Value co-creation: management challenges for business and society", Napoli, June, 2017. ISBN: 97888907394-8-4
- "Open innovation and sunk costs". Authors: Beatrice Orlando; Gianluca Vagnani; Antonio Renzi. Sinergie XXIX Annual Conference: "Value co-creation: management challenges for business and society", Napoli, June, 2017. ISBN: 97888907394-8-4
- "A digital pathway to value co-creation in open innovation: the case for enabling technologies". Authors: Antonio Renzi; Beatrice Orlando; Giuseppe Sancetta; Antonella Ferri. R&D Management Conference 2017, "Science, Markets, and Society", Leuven, Belgium.
- "Influencers role on innovation adoption and the waterfall effect on social networks". Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta, Maria Antonella Ferri, WOSC2017 Congress. Science with and for Society, Sapienza, Rome.
- "Open Innovation and value co-creation in ICT sector". Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta. 9th European Conference on Intellectual Capital (ECIC) 2017, Lisbona, Portugal.

2016

- "How much organizational slack and attentions affect firm's performance? Authors: Beatrice Orlando, Antonio Renzi, Giuseppe Sancetta. 8th European Conference on Intellectual Capital ECIC 2016, Ca' Foscari, Venezia, 2016.
- "Is public support a bad for the dissemination of crowdfunding among high tech start up firms?" Paper proposal. Authors: Beatrice Orlando, Nicola Cucari, Antonio Renzi; Salvatore Esposito De Falco. 22nd Annual Organization Science Winter Conference (OSWCXXII). February 4-7, 2016, Park City, UTAH, USA.
- "Risk patterns, structural characteristics, and organizational configurations". Authors: Antonio Renzi, Giuseppe Sancetta, Beatrice Orlando. GIKA Conference 2016 – Journal of Business Research – Valencia, Spain.
- The Evolutionary Purpose of Coopetition for Innovation Adoption in Crowded Markets. Authors: Beatrice Orlando; Antonio Renzi; Gianluca Vagnani. 2016 SMS Special Conference, Rome, Italy.
- Open Innovation, Converging Technologies, and Grand Challenges. Authors: Antonio Renzi; Giuseppe Sancetta; Beatrice Orlando; Nicola Cucari. 2016 R&D Conference; Cambridge, UK.
- "Collaborative Open Innovation and Sunk Costs". Authors: Beatrice Orlando, Antonio Renzi, Pietro Rinaldi, Gianfranco Cianti. 2016 R&D Conference; Cambridge, UK.

2015

- "Uncertainty, sunk costs, and bandwagon behaviors in innovation adoption: an explorative study in light of Prospect Theory." Authors: Beatrice Orlando, Gianluca Vagnani. R&D Management Conference 2015. Book of abstracts at: <http://www.rnd2015.sssup.it>
- "How much is the worth of firm history in its innovation commitment? A path dependent view of innovation in large companies in the light of related variety: the interplay between R&D investments and organisational slack. " Authors: Beatrice Orlando, Antonio Renzi,

Giuseppe Sancetta, Gianluca Vagnani . R&D Management Conference 2015. Book of abstracts at: <http://www.rnd2015.sssup.it>

2013

- "Determinants of innovation adoption: A literature review and future avenues of research", Authors: Beatrice Orlando, Loredana Volpe, Antonio Renzi, Gianluca Vagnani. XXV Sinergie Annual Meeting, ISBN 978-88-907394-3-9. Citation number: 5.
- "The unlevered systematic risk analysis: a new bottom up approach". Authors: Antonio Renzi, Giuseppe Sancetta, Beatrice Orlando. Proceedings of European Business Research Conference Sheraton Roma, Rome, Italy, 5 - 6 September 2013, ISBN: 978-1-922069-29-0
- "A new bottom up approach to unlevered risk in a managerial and a financial perspective". Authors: Antonio Renzi, Giuseppe Sancetta, Beatrice Orlando. "Europa e Mediterraneo".EuroSapienza meeting, November.

2012

- "Dispersion in Analysts' Forecasts and Stock Prices: An Empirical Test " (Conference proceedings of The 16th International Business Research Conference, April 12-13, 2012, Dubai, United Arab Emirates). Authors: Giuseppe Sancetta, Antonio Renzi, Beatrice Orlando. ISBN: 978-1-922069-03-0

2010

- "Organizational Slack and Shadow Options: real options in a path dependent perspective". Poster presentation at the Doctoral Session, XXII Sinergie Annual Meeting.

WORKING PAPERS DURING PH.D COURSE

2009

- "Strategic evaluation of Real Options: the trade-off between complexity and strategic flexibility. The Sigma Tau Case." Beatrice Orlando.

2008

- "Firm value through managerial and financial perspectives". Beatrice Orlando.

ADMINISTRATION AND POSITIONS OF RESPONSIBILITY

- **2018** Session Chair at the International conference "CORPORATE GOVERNANCE, OWNERSHIP AND CONTROL", Rome, Italy; February 27, 2018, Sapienza.
- **2017** Session Chair at three of the R&D Management Conference "Science, Markets, and Society", Leuven, Belgium. Sessions name: 1) Open Innovation; 2) Business Model Innovation ; 3) Platform and value co-creation.
- **2017-2018:** organizing committee of the International conference "CORPORATE GOVERNANCE, OWNERSHIP AND CONTROL", Rome, Italy; February 27, 2018.
- **2017** ECIC 2017 committee member, Instituto Universitário de Lisboa (ISCTE-IUL), Portugal.
- **2017** ECIC 2017, Instituto Universitário de Lisboa (ISCTE-IUL), Portugal. Chair of the session "Value co-creation in Open Innovation".
- **2016** Chair of the session "Open innovation for R&D and Grand Challenges", R&D Management Conference 2016, Cambridge, Uk. www.rnd2016.eng.cam.ac.uk/
- **2016** Chair of the session "Knowledge Management", 8th European Conference on Intellectual Capital, ECIC 2016, Ca' Foscari University, Venice, Italy.
- **2016** onwards. Harvard Business Review Advisory Council Member.

RESEARCH TECHNIQUES AND OTHER SKILLS

Systematic review analysis; experiment based on decision gambles; surveys; general statistic methods (from descriptive, to time series, regressions, multivariate analysis, content analysis, factorial analysis; panel analysis); econometric modelling; real options analysis, qualitative comparative analysis.

PARTECIPATION IN THE EDITORIAL BOARD OF JOURNALS AND REVIEWER ACTIVITY

- Reviewer for R&D Management from 2018
- Editor for IntechOpen, 2018. Book entitled: Strategy and behaviors in the Digital Economy.
- Reviewer for Economics of Innovation and New Technology, from 2018.
- Reviewer for Academy of Management, Annual Meeting, 2017.
- Reviewer for International Business Review, Elsevier, ISSN 0969-5931
- Reviewer for Academy of Management, Annual Meeting, 2016.
- Reviewer for Journal of Management Enquiries. from 2017
- Reviewer for Group Decision and Negotiations, from 2017
- Reviewer for Knowledge management Research and Practice, from 2017
- Reviewer for Strategic Management Society journals, from 2018
- Reviewer for grant proposals for the government agency of National Science Centre (Narodowe Centrum Nauki - NCN; <http://www.ncn.gov.pl>), Poland, from 2018.

OTHER RESEARCH INFORMATION

- Potential Visiting Scholar Wharton Business School, Sol C. Snider Entrepreneurial Research Center, (formally invited).

CURRENT RESEARCHES

- Innovation adoption; technology acceptance; innovation diffusion; open innovation; innovative performance
- Digital platforms; ICT; IoT; ecosystems.
- Diversification; synergies and alliances for corporate growth;
- Corporate venturing; venture capital and innovative start-ups;
- Organizational slack;
- Prospect theory; sunk costs; and decision making under uncertainty;
- Real Options Reasoning. and Real Options Analysis.
- Unlevered systematic risk; risk-return evaluation;
- Risk; uncertainty and ambiguity.

OTHER QUALIFICATIONS

- **(2009)** Practical and theoretical course for accounting interns, Aldo Sanchini School, ODCEC of Rome in collaboration with Sapienza University of Rome.
- **(2008)** Bloomberg Software course, Bloomberg, Rome.
- **(2008)** Toefl IBT.
- **(2008)** Course of Multivariate Analysis, Catholic University of Rome.
- **(2006-2008)** English Course “Intelligent Business English”, Byron School, Rome.

- **(2005-2008)** Compulsory three years internship for the profession of Chartered Accountant. Studio Santarelli Sepram Srl.
- **(1998)** English Course, Dowling College, NY, Us.
- **(1997)** English Course, University of London, London, Uk.

PROFESSIONAL MEMBERSHIPS

- Court's Official Listing of C.P.A (ODCEC of Rome, Italy), n. AA_012037

FUNDING, FELLOSHIPS AND ACADEMIC AWARDS

- **2016** Grant of the Department of Management, Sapienza University of Rome, Faculty of Economics, for the research project titled "Design driven innovation e collaborative innovation nelle imprese del Made in Italy: Il caso del distretto della ceramica sanitaria di Civita Castellana".
- **2015** Grant of the Department of Management, Sapienza University of Rome, Faculty of Economics, for the research project titled "On the long-run performance effect on exploratory search in complex and turbulent environment", for the period between 01/05/2013 - 30/04/2015.
- **2013** Grant for the research project "DIVINO", sponsored by INFORCOOP, aimed to define a model for products assortment, dedicated to winery sector and to the opening of a concept store. For a two months project (March-June).
- **2011** Grant from Sapienza University of Rome (FIXO II), in collaboration with Italia Lavoro, and Ministry of Labour and Social Policy. Ranked first in the competition. The project consisted in working for a period of six months at N3WCom Srl. The aim of the project was to study web rumours' dynamics and to develop an algorithm for the detection of main online trend. In particular, the logic was to find a way for integrating a software of geo-localization, for demand analysis and stores' positioning.
- **2007-2010** Ph.D bursary, for being ranked first among other competition participants.
- **2006-2007** Master in Finance bursary, sponsored by Regione Lazio.

MEMBERSHIP

- Strategic Management Society regular member from 2018
- SIMA, SIM, AIDEA member 2018
- Sima member 2017

IT/TECHNOLOGY

Advanced IT User. Office and Windows expert, competent with most graphic packages. Competent with several analytical software, as SPSS; R; MathLab; Bloomberg; @Risk, etc.

LANGUAGES

Italian mother tongue; Fluent in English.