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<http://www.linkedin.com/in/felipemonteiro>

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## **Academic Employment History**

### **INSEAD**

Senior Affiliate Professor of Strategy, May 2019-present  
Academic Director, Global Talent Competitiveness Index (GTCI), 2018-present  
Affiliate Professor of Strategy, 2016-April 2019  
Assistant Professor of Strategy, 2012-2016

### **University of Pennsylvania, The Wharton School**

Senior Fellow, Mack Institute for Innovation Management, 2013-present  
Assistant Professor of Management, 2008 –2012

### **London School of Economics and Political Science (LSE)**

Fellow, Department of Management, 2006-2007

### **Harvard University, Graduate School of Business Administration (HBS)**

Senior Researcher and Case Writer, Latin America Research Center, 2000-2002

## **Education**

### **London Business School (LBS), University of London**

Ph.D. in Strategic and International Management, 2008

### **London Business School (LBS), University of London**

M.Res. (Master of Research) in Business and Management, 2005

### **COPPEAD, Graduate School of Business Administration, Federal University of Rio de Janeiro (UFRJ)**

M.Sc. in Business Administration, 2000

Exchange MBA student, Anderson School, University of California at Los Angeles (UCLA)

### **Faculdade Nacional de Direito, Law School, Federal University of Rio de Janeiro (UFRJ)**

LL.B – Bachelor of Laws (JD equivalent), *cum laude*, 1995

## **Research and Teaching Interests**

Global knowledge sourcing, multinational management, knowledge sharing processes, global innovation management, emerging markets multinationals, field research methods

## Publications

### A. Articles Published in Referred Journals

- [1] Decreton, B, Monteiro, LF, Frangos, J.M., and Friedman, L. 2021. Innovation outposts in entrepreneurial ecosystems: Why so many of them fail to be effective brokers and how to make them more successful. *California Management Review*, <https://journals.sagepub.com/doi/10.1177/0008125621996494>
- [2] Lazzarini, S., Mesquita, L.; Monteiro, L.F. and Musacchio. 2021. Leviathan as an Inventor: Leader or Laggard? Patenting Intensity, Originality, and Impact in State-Owned Multinational Firms *Journal of International Business Studies*, 52, 560-594, <https://doi.org/10.1057/s41267-020-00327-9> (lead article)
- [3] Klueter, T., Monteiro, L.F. and Dunlap, D. 2017. Standard Vs. Partnership-Embedded Licensing: Attention and The Relationship Between Licensing and Product Innovations, *Research Policy*, <https://doi.org/10.1016/j.respol.2017.07.013>
- [4] Klueter, T. and Monteiro, L.F. 2017. How Does Performance Feedback Affect Boundary Spanning in Multinational Corporations? Insights from Technology Scouts, *Journal of Management Studies*, doi:10.1111/joms.12252
- [5] Monteiro, L.F. and Birkinshaw, J. 2017. The external knowledge sourcing process in multinational corporations. *Strategic Management Journal*, doi: 10.1002/smj.2487
- [6] Monteiro, L.F.; Mol, M & Birkinshaw, J. 2016. Ready to be Open? Explaining the Firm Level Barriers to Benefiting from Openness to External Knowledge, *Long Range Planning*, doi:10.1016/j.lrp.2015.12.008
- [7] Monteiro, L.F. 2015. Selective Attention and the Initiation of the Global Knowledge Sourcing Process in Multinational Corporations. *Journal of International Business Studies*, 46, 505-527. (lead article)
- [8] Monteiro, L.F., Arvidsson, N., Birkinshaw, J. 2008. Knowledge Flows within Multinational Corporations: Explaining Subsidiary Isolation and its Performance Implications. *Organization Science*, 19(1), 90-107.

### B. Articles In Managerial Journals

- [9] Moschieri, C and Monteiro, L.F. 2014. What you should ask yourself before deciding whether and how to go international [Original title: Que deberia preguntarse antes de decidir internacionalizarse y come hacerlo ?] *Harvard Deusto Business Review*, November 2014, 44-54 (in Spanish).
- [10] Monteiro, L.F., Arvidsson, N. & Birkinshaw, J. 2008. Being in the Out Crowd: Why Do Some Subsidiaries Become Isolated – And Does It Matter? (Research Brief). *Sloan Management Review*, 49(2), 13-14.
- [11] Monteiro, L.F. & Sull, D. 2006. How can Emirates Airline maintain profitability while achieving growth? *European Business Forum*, Issue 23, 59-61.
- [12] Sull, D.; Ghoshal, S. & Monteiro, L.F. 2005. The Hub of the World. *Business Strategy Review*, Vol.16, 35-40

### C. Articles In Best Paper Proceedings

- [13] Klueter, T., Monteiro, L.F. and Dunlap, D. 2014. No Strings Attached: Examining the Relationship between Loosely Coupled Research Partnerships and Innovative Performance, *Academy of Management Best Paper Proceedings*
- [14] Monteiro, L.F.; Mol, M & Birkinshaw, J. 2011. External knowledge access versus knowledge protection: A necessary trade-off in open innovation? *Academy of Management Best Paper Proceedings*

[15] Monteiro, L.F., Arvidsson, N., Birkinshaw. 2007. *Intra-firm knowledge flows: explaining subsidiary isolation and its performance implications*, Academy of Management Best Paper Proceedings

[16] Monteiro, L.F., Arvidsson, N., Birkinshaw. 2004. *Knowledge Flows within Multinational Corporations: Why are some subsidiaries isolated?*, Academy of Management Best Paper Proceedings

#### D. Books and Book Chapters

[17] Lanvin, B & Monteiro, LF (eds), 2020. The Global Talent Competitiveness Index 2020: Global Talent in the Age of Artificial Intelligence, Fontainebleau: INSEAD, ISBN 979-10-95870-19-7

[18] Lanvin, B.; Monteiro, LF and Bratt, M.. 2020. Global Talent in the Age of Artificial Intelligence, in The Global Talent Competitiveness Index 2020: Global Talent in the Age of Artificial Intelligence. Lanvin, B & Monteiro, LF (eds). Fontainebleau: INSEAD, 2020

[19] Lanvin, B & Monteiro, LF (eds), 2019. The Global Talent Competitiveness Index 2019: Entrepreneurial Talent and Global Competitiveness, Fontainebleau: INSEAD, ISBN 979-10-95870-18-0.

[20] Lanvin, B.; Monteiro, LF and Bratt, M.. 2019. Entrepreneurial Talent for Competitiveness. In The Global Talent Competitiveness Index 2019: Entrepreneurial Talent and Global Competitiveness. Lanvin, B & Monteiro, LF (eds). Fontainebleau: INSEAD, 2019

[21] Musacchio, A., Monteiro, LF. And Lazzarini, S. 2018. State-owned enterprises in international competition. Oxford Handbook of Managing in Emerging Markets, Oxford University Press, DOI: 10.1093/oxfordhb/9780190683948.013.25

#### F. Case Studies and Teaching Materials

[22] Tatarinov, K., Ambos, T. And Monteiro, L.F. 2021. Sucafina: From Traders to Changemakers, INSEAD case 02/2021-6645

[23] Monteiro, L.F, and Kertesz, Suzana. 2021. Doing Business in Brazil after Operation Car Wash (B), INSEAD case 01/2021-6404

[24] Gimeno, J. Monteiro, LF, Santos, J, Tanure, B, Carrick. A.M. 2021. GOL Linhas Aéreas Inteligentes: Developing a Brazilian Airline Model, INSEAD case, 01/2021-6563

[25] Monteiro, L.F, Davies, J. and Carrick. A.M 2020. Barca Innovation Hub (BIH) Goes Global: Innovation on and off the pitch. INSEAD case, 05/2020-6583 (with teaching note)

[26] Monteiro, L.F., Pimentel, M. and Carrick. A.M. 2020. Quinta do Vallado: From Douro to the World. INSEAD case, 05/2020-6560 (with teaching note)

[27] Monteiro, L.F. and Garcia, J.M. Enel's Innovability: Global Open Innovation and Sustainability. INSEAD case, 02/2020-6510 (with teaching note)

[28] Monteiro, L.F. and Carrick. A.M. 2019. Embraer (A): A Brazilian Global Innovator INSEAD case, 03/2019-6482

[29] Monteiro, L.F, and Albuquerque, T. 2018. Doing Business in Brazil after Operation Car Wash, INSEAD case 07/2018-6404 (with teaching note)

- Also published in Portuguese

- [30] Monteiro, L.F, and Decreton, B. 2018. BT Group: Managing Global Open Innovation INSEAD case 05/2018-6397 (with teaching note)
- [31] Monteiro, L.F, and Kachan, K. 2018. Fashion Forward Dubai: Digitally Disrupting the Fashion Industry? INSEAD case 05/2018-6395 (with teaching note)
- [32] Monteiro, L.F, Carrick. A.M. and Rozman, G. 2018. Digital Transformation in Latin America: A Leapfrogging Opportunity?, INSEAD case 02/2018-6358  
 - Also published in Portuguese, INSEAD case 03/2018-6358
- [33] Monteiro, L.F. and Rozman, G. 2017. Stefanini and the Digital Revolution: Transforming and Being Transformed, INSEAD case, 08/2017-6328 (with teaching note)  
 - Also published in Portuguese, INSEAD case 08/2017-6328
- [34] Monteiro, L.F. and Carrick. A.M. 2017. EBX: The Rise and Fall of a Billionaire – Eike Batista INSEAD case, 09/2017-5930 (with teaching note)
- [35] Carrick, A.M and Monteiro, L.F. 2017. The TAG Heuer Carrera Connected Watch: Swiss Avant Garde in the Digital Age (B), INSEAD case, 08/2017-6291 (with teaching note)  
 - Also published in Portuguese, INSEAD case 03/2018-6291
- [36] Monteiro, L.F. 2017. The TAG Heuer Carrera Connected Watch: Swiss Avant Garde in the Digital Age, INSEAD case, 04/2017-6291 (with teaching note)  
 - Also published in Portuguese, INSEAD case 03/2018-6291-U
- [37] Montuori, N. and Pacheco, R. Monteiro, L.F., and Gaspar, M. 2016. *EBX (A): Eike Batista and the 'X' Factor*, INSEAD case 01/2016-5930
- [38] Gaspar, M. and Monteiro, L.F. 2016. *EBX Group (B): Autopsy of a Failure*, INSEAD case 01/2016-5930
- [39] Conti, C and Monteiro, L.F. 2014. Banco do Brasil; From Brazil to the World? INSEAD case, 09/2014-6072 (with teaching note)  
 - Also published in Portuguese, INSEAD case 12/2015-6072
- [40] Klueter, T. and Monteiro, L.F, 2014. Building the Virtual Lab: Global Licensing at Merck, INSEAD case 08/2014-5962 (with teaching note)
- [41] Monteiro, L.F.; Sull. D. 2006. *British Telecom: Bringing External Innovation Inside*, London Business School case CS-07005, ecch case 307-045-1
- [42] Monteiro, L.F. Ghoshal, S.; Gratton, L. 2005. *Royal Bank of Scotland*. London Business School case CS-06-011.
- [43] Monteiro, L.F; Sull, D.; Ghoshal, S. 2005. *Emirates Airlines* London Business School case CS-0513, ecch case 305149-1.
- [44] Applegate, L.; Monteiro, L.F.; Collura, M. 2003. Submarino Teaching Note. Harvard Business School Publishing, TN 5-803-010.
- [45] Applegate, L.; Monteiro, L.F. 2002. *Submarino (B)*. Harvard Business School Publishing, Case 9-803-012.
- [46] Arnold, D.; Herrero, G.; Monteiro, L.F. . 2001. *Elektra*. Harvard Business School Publishing, Case 9-502-039 (also published in Spanish, Harvard Business School Publishing Case, 9-503-S39).

- Also published by HBSP in Spanish

[47] Bower, J.L.; Monteiro, L.F.; Hout, S. 2001. *Gerdau*. Harvard Business School Publishing, Case 9-302-016

- Also published by HBSP in Chinese

[48] Applegate, L.; Collura, M.; Monteiro, L.F. 2001. *Submarino: The Challenges of B2C E-commerce in Latin America*. Harvard Business School Publishing, Case 9-801-350.

[49] Applegate, L.; Monteiro, L.F.; Collura, M. 2001. *Note on E-Commerce in Latin America*. Harvard Business School Publishing, Note 9-801-388

[50] Ghemawat, P.; Herrero, G. and Monteiro, L.F. 2000. *Embraer: The Global Leader in Regional Jets*. Harvard Business School Publishing, Case 9-701-006.

- Also published by HBSP in Spanish and Portuguese

### **Working Papers**

- Monteiro, L.F. Ambos, T and Nilsson, A. What Type of Parent Are You? Examining Headquarters Positive and Negative Attention to Subsidiaries (Working paper)
- Decreton, B. Monteiro, L.F. (Not) Passing the baton to fight inertia: Boundary spanning capabilities and the commercialization of innovation based on external knowledge (Working paper)
- Blake, D., Moschieri, C and Monteiro, L.F. Competition at the Top: Performance, Reputation and Acquisitions in the English Football Premier League (Working Paper)
- Hill, S.A., Monteiro, L.F, Neyer, AK, and Birkinshaw, J. In or out? Attention allocation in dispersed teams in multinational organisations (Working paper)

### **Forthcoming Book**

- Lasserre, P. and Monteiro, L.F. Global Strategic Management, Fifth edition. Bloomsbury Publishing. Book launch in early 2022.

### **Academic Honors and Awards**

- Winner, Ethics and Social Responsibility case award  
The Case Centre, March 2021
- Finalist, Temple/AIB Best Paper Award  
Academy of International Business, 2020
- Winner, Best MENA Business Case  
EFMD, May 2019
- Nominated, Best Paper Prize  
Strategic Management Society Paris Conference, September 2018

- Winner, Best Latin America Business Case  
EFMD, May 2018
- Winner, Best Paper Award  
Strategic Management Society Sao Paulo Conference, March 2018
- Winner, Outstanding Case Writer, TAG Heuer Connected Watch case  
The Case Centre, March 2018
- Finalist, “*That’s interesting*” Award (for a paper which crosses boundaries, challenges taken-for-granted assumptions in the field, denies old “truths”, attracts the reader’s attention and makes an original argument).  
Academy of International Business, 2016
- Winner, Best Paper Prize  
Strategic Management Society Singapore Conference, 2012
- Finalist, Best Conference Paper for Practical Implications  
Strategic Management Society, 2010
- Winner, Best Conference PhD Paper Prize (co-authored with a PhD student)  
Strategic Management Society, 2010
- Finalist, Richard Farmer Best Dissertation in International Business Award  
Academy of International Business, 2009
- Finalist, Wiley Blackwell Outstanding Dissertation in Business Policy and Strategy Award  
Academy of Management, Business Policy and Strategy Division, 2009
- Finalist, Barry Richman Best Dissertation in International Business Award  
Academy of Management, International Management Division, 2009
- Finalist, Temple/AIB Best Paper Award  
Academy of International Business, 2007 (for best paper across all divisions)
- Winner, Best Paper Award  
Academy of Management (International Management Division), 2004

### **Refereed Conference Presentations (Past 5 years)**

- 2021
- Monteiro, L.F. Speaker in the Global Strategy Paper Development Workshop, Strategic Management Society Conference, 2021
- 2020
- Monteiro, L.F. Global Open Innovation and Start-up Internationalization, Showcase Panel, Academy of International Business conference, 2020
  - Decreton. B. Monteiro, LF Passing the baton to fight inertia: Boundary spanning capabilities and the commercialization of innovation based on external knowledge, Academy of International Business conference, 2020
  - Hill, S.A., Monteiro, L.F, Neyer, AK, and Birkinshaw. Knowledge Sourcing by Teams in MNCs: Geographic Dispersion and the Locus of Search, Academy of Management conference

- 2019
- Monteiro, L.F. Global Knowledge Sourcing: The Role of Boundary Spanners. Panel at the Academy of International Business conference, Copenhagen
  - Monteiro, L.F. Why reverse innovation is not a myth? GSJ Debate at the Academy of International Business conference, Copenhagen
  - Hill, S.A., Monteiro, L.F, Neyer, AK, and Birkinshaw, J. In or out? Attention allocation in dispersed teams in multinational organisations, Academy of Management conference, Boston
  - Decreton. B. Monteiro, L.F. Not passing the baton, Whether, How Much and When Boundary-Spanning influences the Commercialization of Innovation, Strategic Management Society conference, Minneapolis
- 2018
- Monteiro, L.F. Attention and Innovation in Multinational Corporations, Panel on the Attention Based View in the Global Context, Strategic Management Society conference, Paris
  - Decreton. B. Monteiro, L.F. Making it through the system: The internal transfer process of external knowledge, Strategic Management Society conference, Paris
  - Nilsson, A. and Monteiro, L.F. Headquarters Parenting Style. Examining Headquarters Positive and Monitoring Attention to Subsidiaries, Strategic Management Society Special conference, Sao Paulo; Academy of International Business conference, Minneapolis and Strategic Management Society conference, Paris
  - Blake, D., Moschieri, C. and Monteiro, L.F. Competition at the top: Acquisition strategies in the English Football Premier League, Academy of Management conference, Chicago
- 2017
- Nilsson, A. and Monteiro, L.F. What Type of Parent Are You?: Examining Headquarters Positive and Negative Attention to Subsidiaries, Strategic Management Society conference, Houston
  - Blake, D., Monteiro, L.F and Moschieri. Leaders' and Laggards' External Sourcing Strategies: Evidence from the English Football Premiere League, Strategic Management Society conference, Houston
  - Klueter, T. and Monteiro, L.F. How Does Performance Feedback Affect Boundary Spanning in Multinational Corporations? Insights from Technology Scout, Academy of International Business, Dubai
  - Doz. Y., Kilpinen. P, Kahari, P, Monteiro, F., Piekkari, R., Westney, E. and Zander, U. Challenges Facing Contemporary Multinational Enterprises: Charting Directions For Future Research On MNEs. Symposium at the Academy of Management Conference, Atlanta
- 2016
- Lazzarini, S., Mesquita, L.; Monteiro, L.F. and Musacchio. Leviathan as an Inventor: Leader or Laggard? Patenting Intensity, Originality, and Impact in State-Owned Multinational Firms, *Academy of International Business, New Orleans; Academy of Management, Orlando*
  - Klueter, T., Monteiro, L.F. and Dunlap. D. Standard vs. Partnership-embedded licensing: Attention and the relationship between in-licensing and product innovations, *Academy of Management, Orlando*
  - Monteiro, L.F. Global Boundary Spanning: Antecedents, Processes and Outcomes (Panel), *Academy of International Business, New Orleans*
  - Monteiro, L.F. State Owned Multinationals and Innovation (Panel), *Academy of International Business, New Orleans*
  - Monteiro, L.F. Value Creation and Value Appropriation in Public and Nonprofit Organizations (Panel), *Strategic Management Society, Berlin*
- 2015
- Lazzarini, S, Mesquita, L, Monteiro, L.F. and Musacchio, A. Leviathan As an Entrepreneur: State Owned Firms and the Creation of Breakthrough Inventions, *Strategic Management Society Conference, Denver*
  - Dunlap, D., Klueter, T. and Monteiro, L.F. Laggards, Leading Imitators or Leapfroggers: How Are Emerging Markets Innovating?, *Strategic Management Society Conference, Denver*
  - Klueter, T. and Monteiro, L.F. In Harsh –and Slack Times: How Does Firm Performance Affect the Intensity, the Structure and the Direction of Knowledge Seeking Boundary Spanning?, *Academy of International Business, Bangalore; Academy of Management, Vancouver*

### Invited Presentations

- 2021  
AIB Webinar “Can State-owned firms innovate”, November 2020; Wharton Technology Conference, April 2021; Triple Helix conference “Innovation for a Sustainable World”, June 2021 (scheduled)
- 2020  
GTCI Global Launch, Davos, January 2020, OECD Development Center, Paris, January 2020, Global Innovation and Sustainability Forum, Brazil, December 2020, OECD Emerging Markets Network conference, Paris, December 2020
- 2019  
GTCI Global Launch, Davos, January 2019; Abu Dhabi Global Market (ADGM), Abu Dhabi, March 2019, COPPEAD, Federal University of Rio de Janeiro, August 2019; Fundacao Dom Cabral, Sao Paulo, August 2019
- 2018  
University of St. Gallen, January 2018; Arab Luxury World, Dubai, May 2018; Station F, October 2018
- 2017  
University of Geneva, December 2017, Brazil’s National Congress on Innovation, June 2017, OECD Annual Meeting on Latin America, June 2017, London Business School, May 2017, Arab Luxury World Dubai, May 2017, WU Wien, February 2017
- 2016  
Fundacao Getulio Vargas, Rio de Janeiro, August 2016, Academy of International Business, Latin American Chapter, Sao Paulo, 2016
- 2015  
Strategy Summer Camp, Tuck School of Business, Dartmouth College, 2015, HEC Paris/Ecole des Mines Paris/Ecole Polytechnique Paris/Grenoble Institut de l’Innovation, 2015
- 2014  
UNCTAD (United Nations Conference on Trade and Development), World Investment Forum, Geneva, October, 2014
- 2012  
Cass Business School, City University London, October 2012, INSEAD, Strategy Area, February 2012, Harvard Business School, Organizational Behavior group, February 2012
- 2011  
George Mason University, Center for Global Innovation and Transformation, October 2011
- 2009  
Harvard Business School, Strategy Conference, November, 2009, Fox School of Business, Temple University, Department of Strategic Management, September, 2009
- 2008  
Rutgers Business School, Department of Management and Global Business, February 2008, Robert H. Smith School of Business, University of Maryland, Management & Organization Dept, February 2008, The Wharton School, University of Pennsylvania, Management Department, February 2008, IESE Business School, Strategic Management Department, February 2008, USC Marshall School of Business, Management & Organization Department, January 2008, The Paul Merage School of Business, UC Irvine, Strategy Department, January 2008, INSEAD, Strategy Department, January 2008
- 2007



Instituto de Empresa (IE), Strategy Department, December 2007, ESADE Business School, Business Policy & Entrepreneurship Department, December 2007, Carroll School of Management, Boston College, Operations & Strategic Management Dept, December 2007, Catholic University of Portugal (UCP), FCEE, November 2007, Nova University of Lisbon, Faculdade de Economia, November 2007, George Washington University, International Business Department, November 2007, Northeastern University, College of Business Administration, October 2007

2006

13th Consortium on Competitiveness and Cooperation (CCC), Ecole Polytechnique Federale de Lausanne (EPFL), Lausanne, Switzerland, May 2006

### **Teaching Awards**

- Nominated, Best Teacher Award (best elective), INSEAD, 2020
- Deans' Commendation for Excellence in MBA Teaching, INSEAD
  - o Academic Year 2019/2020
  - o Academic Year 2018/2019
  - o Academic Year 2016/2017
  - o Academic Year 2015/2016
  - o Academic Year 2014/2015
  - o Academic Year 2013/2014
- "Goes Above and Beyond the Call of Duty" Teaching Award, The Wharton School, MBA Program
  - o MBA Class 2010
  - o MBA Class 2011
  - o MBA Class 2012
  - o MBA Class 2013
- Wharton Undergraduate Excellence in Teaching Award, 2011, The Wharton School, Undergraduate Division
- "Departmental Teaching Award", Interdisciplinary Institute of Management, London School of Economics and Political Science (LSE), 2006
- Seven teaching awards, Executive MBA Program, Ibmec Business School, Rio de Janeiro, 1998/2002

### **Teaching Experience**

2012-present **INSEAD**

- *MBA Program*

Global Strategy

- Mini-elective (2012-2015-2017)
- Full-elective (2013-present)

Introduction to General Management (2015-present)

- *PhD Program*

Readings and Research on Multinational Enterprises (2014-present)

- *Executive MBA*

Digital Transformation in Latin America: A leapfrogging opportunity? (2018, 2019)

Managing in and From Emerging Markets, co-designed and co-taught with Joe Santos (September 2013 in Brazil)

- *Executive Education*

Program Direction and Teaching:

- Leading@EDF (four module program), 2019/2020
- Sicredi Leading from the Board program (2019)
- Advanced management Program (AMP/PGA), top management leadership program in partnership with Fundacao Dom Cabral (FDC), Brazil, 2017-present
- Stefanini Senior Leadership Programme on Digital Transformation, Brazil and France, (2018-present)
- Strategic Management for Business Leaders Program for CNI /IEL (Brazil's National Confederation of Industry), August 2013/2014

Teaching only

- Managing Partnerships and Strategic Alliances (MPSA), 2019-present
- Merck, 2020

2009- 2012 **The Wharton School, University of Pennsylvania**

- *Graduate Courses*

Global Strategic Management (MBA core course), Spring 2009, Spring 2010, Spring 2011, Spring 2012

Global Strategic Management (MBA/JD joint degree), Summer 2010, Summer 2011

Competitive Strategy & Global Strategic Management, Lauder Institute (MBA/MA in International Studies joint degree), Spring 2011

Managing in Emerging Markets: Energy and Infra-Structure in Brazil (Global Modular course), co-designed and co-taught with Mauro Guillen, January 2011, March 2012

- *Undergraduate Courses*

MGMT 111 – Multinational Management (undergraduate elective), Spring 2010

- *PhD/Faculty Development*

Taught sessions on case writing and international management pedagogy and on process and performance research in international business at PennLauder CIBER Faculty Development Workshop in International Business, 2011, 2012

- *Executive Education*

Academic Director and lecturer on “Strategies for International Expansion”, Strategy and Business Innovation Program for CNI /IEL(Brazil’s National Confederation of Industry), July 2010, June 2011, June 2012

Academic Director and lecturer on “Global Open Innovation” and “Brazil in the New Global Environment”, Innovation Strategies for New Markets Program for CNI/IEL (Brazil’s National Confederation of Industry), March 2012

Lecturer on “Doing Business in Brazil” for DSM Executive Leadership Program, April 2011, June 2011, April 2012

2005/2007 **London School of Economics and Political Science (LSE) (Part-time)**  
Managerial Economics and Strategy Group, Department of Management  
Lecturer (2006/7) and Class Teacher (2005/6)  
MN200 - Process of Management (2<sup>nd</sup> year required undergraduate course)

2004/ 2007 **Centre for Management Development at London Business School (Part-time)**  
  
Lead Tutor in the open-enrolment executive education course “Developing Strategies for Value Creation”. Tutor in customized strategy courses for British Telecom, EDS, IBM and Microsoft. Lead group discussions and advised participants on projects

2000/2001 **Harvard Business School (HBS) (Part-time)**  
  
Attended, in two consecutive years, the Colloquium on Participant Centered Learning (CPCL), a two-week faculty training course on the case method teaching and writing

1998/2002 **Ibmec Business School, Rio de Janeiro, Brazil**  
Adjunct Professor (part-time)  
  
Lectured on the 1<sup>st</sup> year required MBA course on “Change Management” and on the 2<sup>nd</sup> year MBA course on “Writing Case Studies”. Taught to more than 20 MBA cohorts and received in approximately 90% of them the best rating (Excellent) in the students’ evaluation. Taught in-company executive education courses for major multinational corporations, including Telefonica, Petrobras, Embratel (Telmex) and Oi.

## Professional Service

### Elected Positions

- Elected Associate Program Chair (then becoming program chair and chair in the two subsequent years) of the Strategic Management Society, Global Strategy Interest Group (2018-2021)
- Elected Representative at Large for the Strategic Management Society, Global Strategy Interest Group (2016-2017)

## Conference organization

- **Strategic Management Society (SMS)**
  - Chair, Global Strategy Interest Group, SMS Virtual conference, 2020
  - Program chair, Global Strategy Interest Group, SMS conference, Minneapolis, 2019
  
  - Associate Program chair, Global Strategy Interest Group, SMS conference, Paris, 2018
  - Program co-chair, SMS Special Conference, Sao Paulo, March 2018
  
  - PDW Organizer, Global Strategy Paper Development Workshop, SMS conference in Houston, 2017
  
  - PDW Organizer, Global Strategy Paper Development Workshop, SMS conference in Berlin, 2016
  
  - Track Director, Global Competitiveness of Emerging Market Firms and Multinationals, SMS Special Conference in Santiago, Chile, 2015
  - Organizer and chair of the panel “Managing the Multinational Organization in an Increasingly Complex World”, Strategic Management Society conference, Madrid, 2014
  
- **Academy of International Business (AIB)**
  - Track Co-chair, Knowledge and Innovation Track at the AIB conference in Copenhagen, 2019
  
  - Track Chair, Knowledge and Innovation Track at the AIB conference in Bangalore, 2015
  
  - Track Chair, Knowledge and Innovation Track at the AIB conference in Vancouver, 2014
  
- **Academy of Management (AoM)**
  - PDW Chair, International Management Division Paper Development Workshop, AoM conference, Atlanta, 2017

## Editorial Review Board

Global Strategy Journal (2015-present), Journal of World Business (2014-present), Revista de Administracao Contemporanea (Brazilian Academy of Management Journal) (2012-present), Journal of International Business Studies (2010-2012)

## Ad hoc reviewer

Administrative Science Quarterly, Management Science, Organization Science, Strategy Science, Strategic Management Journal, Journal of International Business Studies, Research Policy, Journal of Management Studies, Long Range Planning, Academy of Management annual meeting, Academy of International Business annual meeting, Strategic Management Society annual meeting

## Grant Proposal Reviewer

Israel Science Foundation (reviewer in the area of international knowledge sourcing)

## Internal Service

### INSEAD

#### *Global Indices Initiative*

- Academic Director, Global Talent Competitiveness Index (GTCI), May 2018-present

#### *Masterclasses and Presentations*

- Webinar, The Trajectory of Brazilian Unicorn, INSEAD Alumni Association Brazil, April 2021
- Webinar, INSEAD INTHECASE Enel case, March 2021
- Webinar, Power of Community & Engagement - A Brazilian perspective during and post Covid Crisis, INSEAD Alumni Association Brazil, September 2020
- Webinar, Global Strategies post-Covid, June 2020
- Masterclass webinar, Digital Leapfrogging in Latin America, May 2020
- Masterclass on Digital and Cross Cluster Collaboration, San Francisco, February 2020
- Masterclass on Digital Leapfrogging in Latin America, INSEAD San Francisco Hub Opening, February 2020
- Presentation Global Talent and AI, INSEAD San Francisco Hub Opening, February 2020
- Masterclass on Digital Leapfrogging in Latin America, Sao Paulo, October 2019
- Presentation to INSEAD Alumni, Sao Paulo, October 2019
- Presentation GTCI European launch, INSEAD Alumni Forum Geneva, June 2019
- Presentation about Barca Innovation Hub case, INSEAD Alumni Forum Geneva, June 2019
- Panel moderation, INSEAD Alumni Forum Geneva, June 2019
- Presentation at the INSEAD Alumni Reunion, Fontainebleau, May 2019
- Presentation GTCI Asia Launch, INSEAD Singapore, April 2019
- Tech Talk, INSEAD Abu Dhabi, March 2019
- Presentation at the INSEAD Luxury Forum, Paris, November 2018
- Presentation at the INSEAD Entrepreneurship Forum, Barcelona, October 2018
- Masterclass on Digital Transformation in Latin America, Sao Paulo, October 2018
- Presentation at the PGA/INSEAD Annual Alumni Meeting, Sao Paulo, October 2018
- Presentation at the INSEAD-Wharton Doctoral Consortium, Fontainebleau, September 2018
- Presentation to INSEAD Alumni, Sao Paulo, August 2018
- Presentation to INSEAD Alumni, Belo Horizonte, August 2018
- Keynote presentation at the INSEAD Iberian Event (Portugal and Spain Alumni Associations), April 2018
- Presentation to INSEAD's Latin American Council, Sao Paulo, February 2018
- Presentation to PGA/INSEAD Alumni, Sao Paulo, February 2018
- Presentation to INSEAD's Latin American Council, Sao Paulo, February 2017
- Presentation to PGA/INSEAD Alumni, Sao Paulo, February 2017
- Keynote speech, INSEAD Alumni Entrepreneur of the Year in Portugal, Lisbon, 2016
- Presentation to INSEAD Alumni, Sao Paulo, 2016
- Keynote opening speech, Latin America Career Fair, Fontainebleau, 2015
- Masterclass on Emerging Markets Multinationals, MBA Open House, Fontainebleau, 2015
- Masterclass on Global Open Innovation, Bangalore, India, 2015
- Masterclass on Emerging Markets Multinationals, Santiago, Chile, 2015
- Masterclass on Emerging Markets Multinationals, Rio de Janeiro and Sao Paulo, 2014
- Presentation to INSEAD's Latin American Council, Sao Paulo, October 2014
- Masterclass on Emerging Markets Multinationals, MBA Open House, Fontainebleau, 2014
- Presentation to INSEAD's Latin American Council, Sao Paulo, September 2013
- Masterclass on Global Open Innovation, Sao Paulo, Brazil, 2013
- Presentation to INSEAD Alumni in Spain, Sitges, 2013

### *Student Advising*

- External committee member, Fabian Salum, PUC Minas Gerais (Brazil), 2018
- External committee member, Benoit Decreton, WU Vienna, 2018
- External committee member, Isabel Alpers, St.Gallen University, 2018
- Committee Member Oral Comps Exam, Sunkee Lee
- GEMBA Final Project Supervisor, 2013, 2014, 2017, 2018

### *Committees*

- Strategy Area Faculty Recruiting Committee (2013-2014, 2014-2015)
- Strategy&Entrepreneurship Seminar Committee (2012-2013)
- Strategy Area PhD Recruiting Committee (2012-2013)
- Strategy&Entrepreneurship Day Committee (2012-2013)

## **University of Pennsylvania**

- Penn Fullbright Committee, Office of the Vice-Provost for Education, University of Pennsylvania, 2010
- Lauder Graduate Group in International Studies, Lauder Institute, The Wharton School & University of Pennsylvania's College of Arts & Sciences, 2010-2012
- Lecturer on the business environment in Brazil, EMTM's (Executive Master's in Technology Management) Global Experience Program, The Wharton School & University of Pennsylvania's School of Engineering, 2009

## **The Wharton School, University of Pennsylvania**

### *Committees*

- Management Department Seminar Committee (2010-2011)
- Multinational Management Hiring Committee (2009-2010, 2010-2011, 2011-2012)
- Management Department Seminar Review Committee (2009)

### *Student Advising*

- PhD Dissertation Committee:
  - Nan Zhou (graduated in 2011, placed at Skolkovo Business School, Beijing, China)
  - Thomas Klueter (graduation 2013, placed at IESE Business School, Spain)
- Independent Study Project supervisor, undergraduate and graduate students - 2010, 2011, 2012
- Field Application Projects, 2010, 2011

### *Other*

- Speaker at Wharton's Global Alumni Forum, Milan, 2012
- Speaker at Wharton's Seminar for Business Journalists, 2011
- Facilitator in Wharton's Teaching Workshop for New Faculty Members, 2010, 2011
- Wharton Latin American Conference, Panel Moderator, 2011
- Faculty Liaison, MBA Classes 2011 and 2012
- Wharton General Management Conference, Panel Moderator, 2009
- Lecturer on the business environment in Brazil, Global Immersion Program, South America, MBA program, 2009, 2010, 2011, 2012
- Part of the planning team for the Wharton Faculty International Seminar in Brazil, 2010

## **Advisory Boards & Expert Networks**

- Samsung Advanced Institute of Technology CORE (Collaborative Open Research Experts) Network, 2010-2011

- World Economic Forum (WEF), The Emergent Best Practices of Brazilian Globalizers, 2013-2014
- World Economic Forum (WEF), Expert Network, Expert in Future of the Digital Economy and Society; Latin America and; Fourth Industrial Revolution, June 2019-present.

## **Industry Experience**

**Banco do Brasil**, Investment Bank Division  
Senior Analyst, 1998-1999

- Advised foreign and local companies in several privatization processes, notably those of the telecommunication and energy sectors. Managed a private equity fund targeted to invest in infrastructure projects at the Northeast of Brazil.

**Banco do Brasil**, Asset Management Division  
Advisor, 1994-1996

- Provided financial and legal advice to foreign investors willing to invest in Brazil. Advised fund and portfolio managers on foreign investments in Brazil. Structured an offshore fund in the Cayman Islands.

**Banco do Brasil**, Rio de Janeiro Main Branch, Foreign Trade Department  
Advisor, 1992-1994

## **Professional Affiliations**

Academy of Management, May 2003-Present  
Strategic Management Society, April 2005-Present  
Academy of International Business, September 2004-Present  
Brazilian Bar Association, 1994-present  
Chambre du Commerce du Bresil en France (CCBF) – 2015-present

## **Selected Local and International Media Citations**

BBC TV, BBC.com, Bloomberg TV, CNN en Español TV, Globonews TV (Brazil), Forbes, The Economist.com, FT.Press, New York Times Syndicate, Monocle, China.org.cn, Bloomberg,Fortune, Le Figaro, Monocle, SiriusXm Business Radio, La Repubblica, Il Messagero, America Economia.com, Business News Americas, Latin Business Chronicle, Clarin, Latinvex, Valor Economico (Brazil), Gazeta Mercantil (Brazil), Voce S.A. (Brazil), Exame (Brazil), O Globo (Brazil), Folha de Sao Paulo (Brazil), Estado de Minas (Brazil), Veja (Brazil), INSEAD Knowledge, Knowledge@Wharton, Universia Knowledge@Wharton, The Wharton Journal, Research at Penn, Wharton School Publishing, Daily Pennsylvanian, Harvard Business School Future of Work podcast

## **Languages**

Portuguese: Native language  
English: Fluent  
Spanish: Advanced Knowledge  
French: Advanced Knowledge

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