

GAIA MARCHISIO, PhD, FEA

CURRICULUM VITAE et STUDIORUM

• PERSONAL INFORMATION •



3226 Nobility Way SE
Atlanta, GA 30339



+1 678 429 0183



gaiam@rchisio.com

Employment Status: US Citizen

• EDUCATION •

- 2006 Ph.D. in General Management**
Università Degli Studi di Pavia
Dissertation thesis: Corporate Entrepreneurship in Family Business: The Role of Next Generation and Non-Family Managers
Final exam grade: Excellent results
The thesis was among the three finalists for Best Thesis of the whole Italian Academy of Management in 2007
- 2002 2nd International Doctoral Course**
Lund University, Sweden; Bocconi University, Italy; Norwegian School of Management BI, Norway
2nd International Doctoral Course on Governance in Small and Medium Enterprises, held by Hans Landström, Institute of Economic Research, School of Economics and Management, Lund University; Morten Huse Norwegian School of Management BI; Guido Corbetta, ISEA, Università Bocconi
- 2000 EUDOKMA Doctoral Seminars**
ESADE – Barcelona, Spain
EUDOKMA Doctoral Seminars on The Rhetoric of Inquiry held by Deidre McClosky, Eduard Bonet, and Hans Siggaard Jensen, and on Corporate Learning: Theories and Methods, held by Eduard Bonet and Alfons Sauquet at ESADE
- 1998 Bachelor of Business Administration**
Bocconi University – Italy
Major: Small and Medium Enterprises
Graduation thesis title: Training Heirs in Family Business: A Comparison between Italy and the USA
Prof. Guido Corbetta and Dr. Daniela Montemerlo
Final grade: 103/110 (range 66-110)
- 1996 Visiting Student**
Suffolk University – Boston, MA
Qualitative research activities in small, medium enterprises in New England on learning and training young entrepreneurs joining the family-owned companies.

Other Professional Qualifications-Training

- 2022 Family Enterprise Advisor FEA - Certification**
Family Enterprise Canada
- 2020 Five Behaviors of a Cohesive Team®**
Accredited Facilitator
- 2017 Emotional Intelligence Certificate**
Certified Learning in Action EQ Practitioner – Digital Badge
- 2016 Ultimate Leadership Workshop**
Cloud – Townsend Resources, Los Angeles, CA
- 2013 Training Workshop "Right Path"**
The Right Path, Atlanta, GA

- 2012** **Workshop, "Brightman Teaching Workshop," Teaching and Learning Community**
Kennesaw State University, Kennesaw, GA
- 2012** **Coaching through Conflict: Using the Thomas-Kilmann Conflict Modes Instrument**
Kennesaw State University, Kennesaw, GA
- 2011** **PSYC 3340 Family Interactions**
Kennesaw State University, Kennesaw, GA
- 2010** **Art & Craft of Discussion Leadership**
Harvard Business School – Cambridge, MA
- 1999** **Learning How to Teach**
Bocconi University – Italy

• ACADEMIC APPOINTMENTS •

- 2023-present** **Sr Lecturer in Discipline, Department of Management**
Faculty Director, Global Family Enterprise Program
Columbia Business School, Columbia University, New York City, NY
- 2022-2023** **Adjunct Associate Professor of Management**
Columbia Business School, Columbia University, New York City, NY
- 2014-2021** **Executive Director**
Cox Family Enterprise Center, Kennesaw State University, Kennesaw, GA
Aronoff Professor of Family Business
- 2012-2021** **Tenured Associate Professor**
Michael A. Leven School of Management, Entrepreneurship, and Hospitality
Kennesaw State University, Kennesaw, GA
- 2019-2021** **Creator and Program Director, and Faculty for the Mini MBA for Family Enterprise's Next-Generation Leaders**
- 2020** **Visiting Lecturer**
Universidad de Chile
Santiago, Chile
- 2006-12** **Assistant Professor**
Department of Management and Entrepreneurship
Kennesaw State University, Kennesaw, GA
- 2013-14** **Chief Learning Officer**
Family Business Network Asia Academy
Singapore City, Singapore
- 2014** **Visiting Lecturer**
EAE Escuela de Administración Empresarial
Barcelona, Spain
- 2012** **Visiting Lecturer**
Singapore Management University
Singapore City, Singapore
- 2009** **Visiting Lecturer**
Auckland Business School
Auckland, New Zealand
- 2008** **Visiting Lecturer**
La Universidad Uniminuto
Bogota', Colombia

- 2008 Visiting Lecturer**
The University of the West Indies
Mona – Kingdom, Jamaica
- 2003-08 Visiting Lecturer**
EAE Escuela de Administración Empresarial
Barcelona, Spain
- 2002-06 Adjunct Professor**
Libera Università di Lingue e Comunicazione IULM
Milan, Italy
- 1999-06 Lecturer**
Strategic and Entrepreneurial Management Department
SDA Bocconi, Bocconi University School of Management,
Milan, Italy

• RESEARCH INTERESTS •

Family Enterprise • Family Dynamics • Family Enterprise Advising • Corporate Entrepreneurship • Burnout

• PUBLICATIONS •

Refereed Articles

- Napshin, S., Marchisio, G., (2017). The challenges of teaching strategic management: Including the institution-based view, *The International Journal of Management Education* 15(3):470-480.
- Blumentritt, T., Mathews, T., Marchisio, G. (2013). Game Theory and Family Business Succession: An Introduction, *Family Business Review*. (A)
- Campbell, W.K., Campbell, S.M., Hoffman, B., Marchisio, G., (2011). Narcissism in organizational context, *Human Resource Management Review* (special issue), 21 (4), pp. 268-284. (B)
- Shepherd, C.D., Marchisio, G., Morrish, S.C., Deacon J.H., Miles M.P., (2010). Entrepreneurial burnout: exploring antecedents, dimensions, and outcomes, *Journal of Research in Marketing and Entrepreneurship*, Vol. 12 Iss: 1, 71 – 79. (B)
- Marchisio, G., Mazzola, P., Sciascia, S., Miles, M., Astrachan, J., (2010). Corporate Venturing in Family Business: The Effects on the Family and its Members, *Entrepreneurship & Regional Development*, Vol. 22, Nos. 3–4, May–July, 349–377. (B)
- Mazzola, P., Marchisio, G. Astrachan, JH, (2008). Strategic Planning in Family Business: A Powerful Developmental Tool for the Next Generation, *Family Business Review*, Vol. XXI, No. 3, pp.239-258. (A)
- Ravasi, D., Marchisio, G., (2003). Going Public and the Enrichment of a Supportive Network: Some Evidence from Italian Initial Public Offerings, *Small Business Economic*, Vol. 21, No. 4, pp. 381-95.
- Mazzola, P., Marchisio, G., (2002). The Role of Going Public in Family Businesses' Long-Lasting Growth: A Study of Italian IPOs, *Family Business Review*, vol. XV, n. 2.

Book

- Sage-Hayward, W., Marchisio, G., Dartt, B. (in press). OWN IT! How to Develop a Family Enterprise Owner's Mindset at Every Age. Palgrave

Refereed Book Chapters

- Marchisio, G. (2021). "If I want to assume the ownership responsibilities, with whom should I discuss it, and when is the best time to start?" in Jaskiewicz, P. and Rau, S., (Eds.) *Enabling Next Generation Legacies. 35 Questions that Each Next Generation Member Should Know How to Answer*, Authorimprints.
- Marchisio, G., (2018). *Organizational Performance in Family Firms*, in Muller, C., Botero, I., Discua Cruz, A., Subramania, R., (Eds.), *Family Firms in Latin America*, Routledge (this is a book of refereed (peer-reviewed) research papers).
- Astrachan, J.H., Richards, C., Marchisio, G., Manners, G., (2011). *The OODA Loop: A New Strategic Management Approach for Family Business*, in Mazzola, P., and Kellermanns, F.W., (Eds.), *Handbook of Strategy Process Research*, Edward Elgar Publishing (this is a book of refereed (peer-reviewed) research papers).
- Mazzola, P., Marchisio, G., Astrachan, JH, (2007). *Using the Strategic Planning Process as a Next-Generation Training Tool in Family Business*, in Poutziouris Panikkos; Smyrniotis, Kosmas; Klein, Sabine (Eds.), *Family Business Research Handbook*, ELGAR, London.
- Corbetta, G., Marchisio, G., (2004). *Special Features of Family Business from the Financial Intermediaries Point of View*, in Caselli, Stefano; Gatti, Stefano (Eds.) *Banking for Family Business A New Challenge for Wealth Management*, Springer-Verlag, Berlin, London, New York, Tokyo.
- Corbetta, G., Marchisio, G., (2004). *Banking per il family business*, in Caselli, Stefano; Gatti, Stefano (Eds.) *Un nuovo modello di "banchiere di famiglia" per l'impresa e l'imprenditore*, Roma, Bancaria Editrice.
- Corbetta, G., Marchisio, G., Salvato, C. (2004). *Fostering Entrepreneurship in Established Family Firms*, in Corbetta, G., Huse, M., Ravasi, D., (Eds.) *Crossroads of Entrepreneurship*, Kluwer Academic Publisher, Norwell.
- Ravasi, D., Turati, C., Marchisio, G., Ruta, C. (2004). *Learning in Entrepreneurial Firms: and Exploratory study*, in Corbetta, G., Huse, M., Ravasi, D., (Eds.) *Crossroads of Entrepreneurship*, Kluwer Academic Publisher, Norwell.

Book Chapters

- McMillan, K., Marchisio, G., Campbell, S., (2012). *Reducing Burnout Risk in Family Business with "VIS3": A Problem Solving Approach for Next Generation Leaders*, in True, S., (Ed.), *Business Acumen: Insights from the Faculty and Friends of the Coles College of Business*.
- Marchisio, G., Miles, M., Shepherd, C.D., (2010). *From "Burning Out" to "Being on Fire": A Conceptual Model of Burnout in Family Business*, in Airoidi, G., Corbetta, G., Invernizzi, G., (Eds.), *Scritti in onore di Vittorio Coda*.
- Astrachan, J.H., Marchisio, G., Mazzola, P., (2008). *Planificación estratégica y desarrollo del espíritu emprendedor en la siguiente generación*, in Amat, J., Martinez, J., Roure, J. (Eds.), *Transformarse o desaparecer. Estrategias de la empresa familiar para competir en el siglo XXI*, Deusto, Barcelona.
- Marchisio, G., (2007). *Zambon: 100 Years of Successful Entrepreneurship Fed by Strong Values*, in Astrachan, JH (Ed.), *Family Business Casebook Annual 2007*, Cox Family Enterprise Center Publisher.
- Astrachan, J., Jaskiewicz, P., Manners, G., Mazzola, P., McMillan, K. S., Klein, S., Pieper, T., Marchisio, G., Adams, A. (2007). *Emotional Returns and Emotional Costs in Privately Held Family Firms: Advancing Traditional Business Valuation*. Kennesaw, GA: Cox Family Enterprise Center.
- Marchisio, G., (2002) *Le conerie del comprensorio del Medio Valdarno Inferiore*, in Airoidi, G., - Zattoni, A., (Eds.) *Lo sviluppo imprenditoriale delle economie locali: i comprensori del Medio Valdarno Inferiore*, di Ponsacco e di Empoli, Franco Angeli, Milan.

Refereed Proceedings

- Marchisio, G.; Mazzola, P.; Sciascia, S.; Miles, M.; and Astrachan, JH, (2008) *Exploring corporate venturing in family firms*, *Frontiers of Entrepreneurship Research: Vol. 28: Iss. 14, Article 5*.

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- Marchisio, G., Ravasi, D., (2001) Managing External Contributions to the Innovation Process in Entrepreneurial Ventures: A Knowledge-Based Perspective, 21st Annual Babson College/Kauffman Foundation Entrepreneurship Research Conference.
Available <http://www.babson.edu/entrep/fer/Babson2001/I/IC/IC.htm>
- Ravasi, D., Marchisio, G. (2001) Family Firms and the Decision to Go Public: A Study of Italian IPOs, SDA BOCCONI, Research Division Working Paper No. 01-45.
Available at SSRN: <http://ssrn.com/abstract=278237> or doi:10.2139/ssrn.278237
- Ravasi, D., Marchisio, G. (2000). "The strategic side of going public: a study of Italian family businesses", in Poutziouris, P. (Eds.), Family Business – Tradition or Entrepreneurship in the New Economy?, Proceedings: 11th Annual Family Business Network World Conference, FBN, London, pp.283-96.

Invited Book Review

- Marchisio, G., (2010). Book review: Robert Spector. The Mom & Pop Store: How the Unsung Heroes of the American Economy are Surviving and Thriving, Walker & Company, [Journal of Family Business Strategy](#).

Refereed (Non-academic) Articles

- Marchisio, G., (2018). When a Three-Legged Relay Race Replaces Passing the Baton, FFI Practice Insights, November 21, 2018.

Non-Refereed Journal Articles

- Marchisio, G., (2010). Next-Gen: Challenges, Pride and Passion, Generations, Family Business Australia, Autumn.
- Mazzola, P., Marchisio, G., (2003). Guida al piano industriale, Listing Guides Italian Stock Exchange.
- Marchisio, G., (2003). Called to Be Entrepreneur, in Families in Business, Vol. 2, Issue 4, Campden Publishing Limited.
- Mazzola, P., Marchisio, G., Morosetti, P., (2002) Perché (mai) andare in Borsa?, Aidaf, Milan.
- Mazzola, P., Marchisio, G., (2002). Finanza innovativa e imprese familiari: la quotazione in Borsa, Impresa & Stato, n. 59, Franco Angeli Ed., Milan.
- Corbetta, G., Marchisio, G., (2000). La sfida del family business - Imprese familiari italiane: numerose, diverse e... grandi, Economia e Management, RCS, Milan.

Non-Refereed Chapters in Books

- Astrachan, J.H., Marchisio, G., Mazzola, P., (2008). Planificación estratégica y desarrollo del espíritu emprendedor en la siguiente generación, in Amat, J., Martinez, J., Roure, J. (Eds.), Transformarse o desaparecer. Estrategias de la empresa familiar para competir en el siglo XXI, Deusto, Barcelona.
- Marchisio, G., (2007). Zambon: 100 Years of Successful Entrepreneurship Fed by Strong Values, in Astrachan, JH (Ed.), Family Business Casebook Annual 2007, Cox Family Enterprise Center Publisher.
- Astrachan, J., Jaskiewicz, P., Manners, G., Mazzola, P., McMillan, K. S., Klein, S., Pieper, T., Marchisio, G., Adams, A. (2007). Emotional Returns and Emotional Costs in Privately Held Family Firms: Advancing Traditional Business Valuation. Kennesaw, GA: Cox Family Enterprise Center.
- Corbetta, G., Marchisio, G., (2004). Special Features of Family Business from the Financial Intermediaries Point of View, in Caselli, Stefano; Gatti, Stefano (Eds.) Banking for Family Business A New Challenge for Wealth Management, Springer-Verlag, Berlin, London, New York, Tokyo.
- Corbetta, G., Marchisio, G., (2004). Banking per il family business, in Caselli, Stefano; Gatti, Stefano (Eds.) Un nuovo modello di "banchiere di famiglia" per l'impresa e l'imprenditore, Roma, Bancaria Editrice.

Marchisio, G., (2002) Le conchiglie del comprensorio del Medio Valdarno Inferiore, in Airoldi, G., - Zattoni, A., (Eds.) Lo sviluppo imprenditoriale delle economie locali: i comprensori del Medio Valdarno Inferiore, di Ponsacco e di Empoli, Franco Angeli, Milan.

Academic Conference Presentations

Blumentritt, T., Marchisio, G., Game Theory Analysis of Family Business Succession Events: An Introduction, Academy of Management, Division: Entrepreneurship, San Antonio, August 2011.

Shepherd, D., Woods, Marchisio, G., Entrepreneurial strategy for family-owned SMEs: the OODA loop, FERC Conference, Grand Rapids, May 2011.

Marchisio, G., Shepherd, D., Woods, C., A time-based theory of entrepreneurship for family business: The OODA loop, IFERA Conference, Lancaster, June 2010.

Marchisio, G., Mazzola, P., M. Miles, Astrachan, JA Corporate Entrepreneurship in Family Business: The good, the bad and the ugly, Academy of Management, Division: Entrepreneurship, Anaheim, August 2008.

Marchisio, G., Mazzola, P., Sciascia, S., Miles, M., Astrachan, JA Exploring Corporate Venturing in Family Firms, Babson College Entrepreneurship Research Conference, The University of North Carolina at Chapel Hill, June 2008.

Mazzola, P., Marchisio, G., Astrachan, JA Strategic Planning Process as a Powerful Training Tool for Next Generation, ITFERA Conference, Milan, June 2007 – Best Paper Award.

Marchisio, G., Astrachan, J.A., Mazzola, P., Corporate Entrepreneurship in Family Business: the good, the bad and the ugly, IFERA Conference, Oestrich-Winkel, June 2007 - Finalist for the Best Paper Award.

Mazzola, P., Marchisio, G., Astrachan, JA Strategic Planning Process as a Training and Development Tool in Family Business Succession, Academy of Management, Division: Entrepreneurship, Atlanta, GA. August 2006.

Astrachan, J., Klein, S., Marchisio, G., Blumentritt, T., Academy of Management Annual Meeting, "The Internationalization of Family Business: Challenging the Dominant Models," Academy of Management, Atlanta, GA. 2006.

Astrachan, J., Hoy, F., Klein, S. B., Marchisio, G., AACSB/EFMD Annual Meeting, "Family Business Centers in Schools of Business" Paris, 2006.

Mazzola, P. Marchisio, G., The Strategic Role of Going Public in Family Businesses' Long Lasting Growth: A Study of Italian IPOs – FBN Conference, Lausanne, September 2003.

Corbetta, G., Marchisio, G., Lassini, U. Education for Fostering Entrepreneurship in Family Firms, FBN Conference, Lausanne, September 2003.

Corbetta, G., Marchisio, G., Lassini, U. Actors, types and roles of education in fostering entrepreneurship in multi-generational family firms; EISB Conference, Milan, September 2003.

Corbetta, G., Marchisio, G., Salvato, C., Fostering Entrepreneurship in Established Family Firms, Bocconi Centenary, Milan, September 2002.

Corbetta, G., Marchisio, G., Salvato, C., Building Entrepreneurial Commitment in Multi-generational Family Firms, FBN International Annual Conference, Helsinki, September 2002.

Mazzola, P. Marchisio, G., The Strategic Role of Going Public in Companies' Long-Lasting Growth: A Study of Italian IPOs - Strategic Management Society, Paris, September 2002.

Ravasi, D. Marchisio, G., More than Raising Capital: An Explorative Study of Managerial Implications of Initial Public Offerings, Academy of Management, Division: Entrepreneurship, Denver, August 2002.

Ravasi, D. Marchisio, G., Peril, Fame, and Discovery: The Odyssey of Going Public in Italian Family Businesses, European Group for Organizational Studies, 17th Colloquium, Lyon, July 2001.

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- Marchisio, G., Ravasi, D., Managing External Contributions to the Innovation Process in Entrepreneurial Ventures: A Knowledge-Based Perspective, 21st Annual Babson College/Kauffman Foundation Entrepreneurship Research Conference, June 2001.
- Marchisio, G., Ravasi, D., Ruta, C., Learning in Entrepreneurial Ventures: Evidence from a Multiple Case Study, European Academy of Management Founding Conference, Barcelona, April 2001.
- Ravasi, D. e Marchisio, G., Going Public as a Way to Sustain Entrepreneurial Activity: A Study of Italian IPOs, Rent XIV - Research in Entrepreneurship and Small Business, Prague, November 2000.
- Ravasi, D., Marchisio, G., The Strategic Side of Going Public: a Study of Italian Family Businesses, FBN International Annual Conference, London, October 2000.
- Marchisio, G., Montemerlo, D. Training the Next Generation: a Comparison between Italy and the US, FBN International Annual Conference, Stockholm, September 1999.

Teaching Cases

- Marchisio, G. (2023). Troubles in Paradise (Conflict Management in Family Business)
- Marchisio, G. (2023). The Smith – Part I and Part II (Conflict Management in Family Business) – This case has been accepted to be published in a case collection volume *Case Studies in Family Business Overcoming Destructive Conflict, Deviance and Dysfunction in the Family Firm* – under review
- Marchisio, G. (2022). The Altman Realization (Family Enterprise)
- Marchisio, G. (2022). Maria Case – Part II and Part III (Family, Business Dynamics and Fairness in Succession)
- Marchisio, G. (2022). The Rocks (Distributive Justice and Value vs Control in Succession)
- Marchisio, G. (2022). Troubling Event – Part II (Assessing governance)
- Marchisio, G. (2022). Airing Dirty Laundry (Family and Ownership Roles, Responsibility and Governance)
- Marchisio, G. (2021). Tierra Apparel (Governance)
- Marchisio, G. (2020). Jones' Ownership Struggles (Ownership complexity)
- Marchisio, G. (2020). Bikers' Rule (Succession, Distributive Justice)
- Marchisio, G. (2017). Troubling Event (Professionalization)
- Marchisio, G. (2016). Two Sides of Each Story (Video Case - Family Communication)
- Marchisio, G. (2015). A Board on Board (Corporate Governance)
- Marchisio, G. (2015). Family Quarrels, Part I (Family Governance)
- Marchisio, G. (2015). Family Quarrels, Part II (Family Governance)
- Marchisio, G., Blum, M. (2014). Dan's Wake Up Call (Family Dynamics in Family Business)
- Marchisio, G. (2012). The Maria Case (Family and Business Dynamics)

Podcast, Radio Web, and Journal Interviews

- Marchisio, G. and Sage-Hayward, W. (2021), Let's Talk Family Enterprise Podcast Series by Family Enterprise Canada, Own It! How to Develop and Family Enterprise Owners Mindset at Every Age.
- Marchisio, G. (2020), Brady Ware Podcast Series, Episode 62, Should We Sell the Family Business?
- Marchisio, G. (2020). Atlanta Business Chronicle – interview in the article “It's all in the family for these Atlanta companies”
- Marchisio, G. (2015). Atlanta Business Chronicle – interview about the Family Business Clinic™
- Marchisio, G., (2012). Radio interview in Spanish in Guatemala – live show Radio Libertopolis

- Marchisio, G. (2011). Interview at EAE, Barcelona Spain - <http://www.youtube.com/watch?v=vupP-5MPqwQ>
- Marchisio, G., (2011). Radio interview in Atlanta, GA – live show Family Business Radio
<http://www.familybusinessradio.businessradiox.com/podcasts/Family%20Business%20Radio/FamilyBusinessRadio20111208GaiaMarchisioShow.mp3>
- Marchisio, G., (2011). Radio interview in Spanish in Guatemala – live show Radio Libertopolis
- Marchisio, G., (2011). Interview about Succession in Family Business by Atlanta Business Chronicle
- Marchisio, G., (2011). How to Prepare Your Family for Entrepreneurship, interview by Inc. Magazine
- Marchisio, G., (2010). El Espiritu Emprendedor en las Empresas Familiares – Video
<http://newmedia.ufm.edu/marchisioemprendedores>
- Marchisio, G. (2010). Radio interview in Spanish in Guatemala – live show Radio Libertopolis
<http://www.libertopolis.com/html/audio/2010/feb/NEG100218.mp3>
- Marchisio, G. (2009). Las Empresas Familiares Tienen Gran Capacidad de Ir Contra La Crisis, Clave digital, Dominican Republic,
http://www.clavedigital.com/App_Pages/Noticias/Noticias.aspx?Id_Articulo=26737
- Marchisio, G., (2009). All in the Family – How to plan for the next generation to join your business, interview by Meredyth McKenzie, Smart Business, May

• TEACHING EXPERIENCE •

- Solid teaching experience (in English, Spanish, and Italian) at undergraduate, graduate, and executive levels, with excellent student evaluation.
- Topics covered include Management and Behavioral Sciences, Business Administration, Strategic Management, Family Business Management, Family Business Consulting, and Corporate Entrepreneurship in Family Business.
- Extensive experience creating and delivering undergraduate, graduate, and executive education curricula and programs, including planning, developing, teaching and co-teaching content.

Undergraduate Courses

Kennesaw State University – Kennesaw, GA

MGT 3100 Management and Behavioral Sciences	23 times
MGT 4490 Family Business Management	6 times
MGT4123 Family Business Management	12 times
MGT4200 Family Business Consulting	4 times
SA 4490 Family Business and International Management (Study abroad in Italy)	1 time
SA 4490 Management & Consulting in Family & Entrepreneurial Businesses (Study Abroad in Australia)	1 time

IULM University – Milan, Italy

Business Administration	5 times
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Directed Student Learning

Kennesaw State University – Kennesaw, GA

Directed Individual/Independent Study, "Family Business"	6 times
Internship Advisor	1 time

Graduate Courses

Columbia Business School – New York City, NY

B7529-100 Family Business Management (EMBA Elective)	2 times
B8529-001 Family Business Management (MBA Elective)	2 times
B8579-001 Managing Conflict in Family Business (MBA Elective)	2 times

Kennesaw State University – Kennesaw, GA

MGT8560 Family Business Management (MBA Elective)	11 times
MGT8550 Consulting Services (MBA Elective)	1 time
SA Family Business and International Management (Study Abroad in Italy)	1 time

Bocconi University – Milan, Italy

MIEM (MBA specialized in International Economics and Management)	3 times
Inside Family Business for the international teaching program Study Tours in Italy, addressed to MBA and executive students from all over the world	5 times
Family Business in the Master for Small Enterprises	6 times

IULM University – Milan, Italy

Master in Investor Relations e Financial Analysis	3 times
Strategic Management	1 time

EAE Business School – Barcelona, Spain

Family Business Succession, MBA Entrepreneurship & Family Business Management Conference, all Master's students	5 times
Management Conference, all Master's students	2 times
Formación e Incorporación, MBA Entrepreneurship & Family Business	1 time
Profesionalización de la Empresa familiar, MBA Entrepreneurship & Family Business	1 time

Universidad de Chile – Santiago, Chile

Family Business Management, MBA Elective	1 time
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Executive Education**Kennesaw State University – Kennesaw, GA****For Family Enterprise Advisors**

Advising for Continuity (open enrollment)	3 times
Advising for Continuity (customized)	1 times
Becoming the Most Trusted Advisor	2 times
When Owning Families Sell Their Businesses: The Good, The Bad and the Ugly	1 time
Advisors Studios	

For Family Enterprise Owners

Sons & Daughters of HVAC Owners	1 time
Mini-MBA for Next-Gen Enterprise Leaders – In-person	1 time
Mini-MBA for Next-Gen Enterprise Leaders – Synchronous online	2 times
Developing Organizational Strategy	
Building Strong Enterprising Families	
Emotional Intelligence and Communication Skills	
High Performing Succession and Continuity	
Loosening the Family Enterprise Log Jam	1 time
Two Sides to Every Story	1 time
^{New} Forum Series	9 times
Shelter from the Elements with a Mission of Protection: Refrigiware Case	
Powerful Conversations Regarding Succession: Mirasco Case	
Building Trust, Engagement and Effective Communication: B&D Industrial Case	

How to Succeed When your Successor is Your Employees: Benning Case
 The Secret to Growing a Strong Family and a Successful Business: Southeastern Mills Case
 How To Make Two Head Better than One: Osprey Case
 Reconciling Differences: Dekalb Farmers Market Case
 Making Tough Choices: Colavita Case
 Thinking Beyond the Business: Elmar Case

Webinars Series 8 times
 Learning Journey to Italy 1 time

FEA – Toronto, Calgary, Vancouver, Canada**For Family Enterprise Advisors**

Continuity Planning in Family Enterprise 11 times
 Continuity Planning in Family Enterprise – Online Synchronous 7 times
 Advising with Impact 1 time
 Integrating the FEA Approach into your Advisory Practice 1 time

FBN Asia Academy, Singapore**For Family Enterprise Advisors**

Roots of Family Business 2 times

• PROFESSIONAL EXPERIENCE •

- Over 25 years of experience consulting with families, both solo and as part of interdisciplinary teams
 - Have worked with large bicentennial, enterprising families in Europe with up to 10 generations of succession; also very comfortable supporting the transition from 1st to 2nd gen
 - Family clients range in size from USD 20 million to 14 billion in revenues across the manufacturing, distribution, and service sectors
- Consult regularly with professional advisor organizations, training the trainers
- Work with government banks to train their advisors and consult with their clients
- Extensive experience in program committees for international conferences –for both families and advisors
- Extremely comfortable in a multicultural environment (Trilingual)

Consulting Activity with Family Enterprise Clients**Cambridge Family Enterprise Group – International**

2022-present: Senior Advisor, Ad-Hoc Collaboration

Family Enterprise Clinic™ – USA

2021-present: Founder, Managing Partner, and Senior Advisor

Cox Family Enterprise Center - USA

2014 – 2021: Founder, Director, and Senior Advisor in the Family Business Clinic TM

The Family Business Clinic TM is the program for customized intervention and tailored education for enterprising families preparing a significant transition, in the midst of a high-stakes disagreement, or even just planning for the future. The Family Business Clinic™ includes an interdisciplinary team of experts in family business, strategy, governance, entrepreneurship, conflict management, psychology, family systems education, and much more.

Independent Consultant - Europe and Latin America

2007-14: Independent Advisor to family businesses in Europe and Latin America: check-up of the family, governance, ownership structure; facilitator of family meetings; facilitator of relationships with in-laws and next-generation members.

IMSVI – Impresa Sviluppo (former partner of FBCGI - Family Business Consulting Group International - Italy

1998-06: Fellow, involved in projects dealing with: planning and managing succession for the next generation and family governance.

Consulting & Teaching Activity for Professional Advisors Organizations

International Finance Corporation (IFC)– World Bank Member, Washington, DC

- 2020 Update of teaching material and teaching notes
- 2019 Cairo, Egypt, The Power of Governance in Family Business
- 2012-present Trainer and consultant for the preparation of the teaching material and teaching notes to train the IFC Consultants working with family business clients in the emerging market.

Family Enterprise Xchange, Toronto, Canada

- 2021 Online Presentation for the Canadian Family Enterprise Forum: Mapping the Complexity of Ownership, in collaboration with Thompson Turner, Esq.
- 2019 Webinar: Leading in a Family Enterprise
- 2017 Halifax, Speaker for the Annual Symposium, Family Enterprise Advisors Program, "Path to Excellence."
- 2016 Calgary, Speaker for the Family Enterprise Advisors Group, "Discovering the Blind Spot While Working with Families in Business."
- 2015 Vancouver, Speaker for the Family Enterprise Advisors Group, "Under the Tip of the Iceberg."
- 2015-present Faculty for the Institute of Family Enterprise Advisors

YPO – Young Professional Organization

- 2019 Atlanta, GA, MXN Summit: "The One Thing for Next Gen Leaders That Can Make the Difference in Family Business."
- 2019 Atlanta, GA, MXN Summit: "Beyond competence: how to build long-term trust with non-family talents."

Brightworth, Atlanta, GA

- 2021 Online Session, Speaker for the Business Owner Transition Academy, "Preparing the Next-Generation to Wealth."
- 2020 Online Session, Speaker for the Business Owner Transition Academy, "Preparing the Next-Generation to Wealth."

Corsini Consulting Group, Birmingham, AL

- 2018 Birmingham, AL, Speaker for the Quarterly Conference, "'A part of' and 'Apart from' Succession: What Enterprising Families Need to Consider About Succession and Beyond."
- 2018 Birmingham, AL, Speaker for the Quarterly Conference, "The Responsibility of Working with Enterprising Families."

Atlanta Estate Planning Council, Atlanta, GA

- 2018 Atlanta, GA, Speaker with Marjorie Blum and Todd Garretson, for the September Membership Meeting, "Passing on the Family Business is More than Entity Succession Planning."

Grant Thornton, Canada

- 2017 Halifax, Co-teaching with Judi Cunningham for Grant Thornton customized program
- 2017 Toronto, Co-teaching with Judi Cunningham for Grant Thornton customized program

2016 Calgary, Co-teaching with Judi Cunningham for Grant Thornton customized program

Egon Zehnder, Miami, FL

2016 Miami, FL: Speaker at the International Summit for Egon Zehnder on "The Next Big Thing for NextGen for Academic Learning."

Windham Brannon, Atlanta, GA

2019 Atlanta, GA: Speaker for the annual retreat

2016 Atlanta, GA: Speaker for the annual retreat

2015 Atlanta, GA: Speaker for the annual retreat

2014 Atlanta, GA: Speaker for the annual retreat

Corporación Interamericana de Inversión – Miembro del Grupo BID, Washington, DC

2015 Belize, Workshop on Family Business Governance

2013 Barbados, Workshop on Family Business Governance

2008 Jamaica, Workshop on Family Business Governance

2007 Panama City, Workshop on Family Business Governance taught in Spanish to 35 participants coming from 10 different countries in Central and South America

Business Family Foundation, Montreal, Canada

2015 Miami, FL: Speaker for the Workshop, WEFI - The Women in Enterprising Families initiative, founded and supported by the de Gaspé Beaubien Foundation in partnership with Business Families Foundation

2014 Montreal, Quebec: Instructor for Business Family Foundation Academy, Compass, Trainer the trainer program

2013 Singapore, Speaker for the Trainer the trainer program: "On Becoming Effective Advisors."

Family Business Network International, Lausanne, Switzerland

2012 Genève, Switzerland: Co-facilitator of the strategic meeting of the FBN-I Next Generation Meeting devoted to the definition of values, mission, vision, and activities for the year 2012-2015

2008-10 Academic responsible for the content development of international conferences for next-generation members in Spain, Brazil, US, Italy, Australia, Finland, and Shanghai for the three years 2008-2010

2005-10 Academic Advisor on the NextGen Committee

2005 Helsinki, Finland: Working group for defining FBN Next Generation Strategy for future development

Italian Stock Exchange - Milan, Italy

2003 Member of Italian Stock Exchange Best Practice Committee aims to define and write the Listing Guide regarding the Strategic Plan for the IPO. Scientific responsible for the project, prof. Pietro Mazzola

Conference - Program Committee Member

Sustainable Family Enterprise Alliance

2024 Program Committee Member

2023 Board Member

Psychodynamics of Family Business – PDFB

2023 Program Committee Member - Treasurer

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- 2022 Program Committee Member
 - 2021 Program Committee Member
 - 2019 Program Committee Member
 - 2018 Program Committee Member

Family Firm Institute – FFI

- 2016 Miami Conference "Adapt, Evolve, Transform," Program Co-chair with Paul Karofsky
- 2016 Miami Research and Education Symposium Chair - <http://www.ffi.org/page/RE2016>

Family Business Network International - FBN

- 2011 FBN International World Summit, Program Committee Member for the 22nd World Summit in Singapore
- 2008 FBN International World Summit, Program Committee Member for the 19th World Summit in India
- 2006 FBN International World Summit, Program Committee Member for the 17th World Summit in France
- 2005 Member of the Next Generation Program Committee for the 16th FBN Annual World Summit in Belgium

Family Business Network Asia - FBN

- 2013 Phuket, Thailand – Academic Committee Member developing theme and content; Speaker for the FBN Asia annual retreat

SEFOF – Southeast Family Office Forum, Atlanta, GA

- 2021 Atlanta, GA, Next-Gen Track Chair for the 11th Conference in Atlanta

Invited Presentations to Family Business Audience

SEFOF – Southeast Family Office Forum, Atlanta, GA

- 2021 Atlanta, GA, Parallel Session Presentation, *"My Kid Is Engaged: Why, When, Where, And How To Engage Their Partner"*
- 2019 Atlanta, GA, Parallel Session Presentation, *"Next Generation Risk-Taking Necessary or Taboo?"*
- 2019 Atlanta, GA, Facilitator of Peer Group and Round Table Conversation

Family Business Xchange, Toronto, Canada

- 2018 Niagara on the Lake, Ontario, Annual Symposium, Family Business Program: *"How "WE" and "ME" Can Flourish in a Family Business."*

Family Business Network International - Lausanne, Switzerland

- 2019 Calgary, Canada. Keynote and facilitator for the FBN Canada Chapter opening event – *"Building Resilient Enterprising Families."*
- 2016 Lisboa, Portugal: Keynote for the Spanish and Portuguese Chapters, XIII Encuentro del Forum Familiar – *"Como Llegar A Ser Un Líder Eficaz E Innovador En Tu Empresa Familiar."*
- 2014 Dubai, United Arab Emirate: 25th FBN International World Summit, moderator for the case: *"Born and Bred in Pewter Dust. A multi-generational business building on a proud past."*
- 2014 Kuala Lumpur, Malaysia: Speaker for the Seminar organized by the FBN Asia Academy: *The Art of Letting Go: Looking at Succession from the Other Side*

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- 2013 Surabaya, Indonesia: Speaker for conference organized by Petra Management University about Succession in family business
- 2012 Singapore, Singapore: Speaker for the Master Class: *Ideas & Tools for Next-Gen (NxG) to Better Deal with the Intricate World of Family Relationships*, in collaboration with FBN Asia and Singapore Management University
- 2012 Shanghai, China: Speaker for the Master Class: *Ideas & Tools for Next-Gen (NxG) to Better Deal with the Intricate World of Family Relationships* in collaboration with FBN Asia and Singapore Management University
- 2012 Bangkok, Thailand: Speaker for the Workshop: *Beyond Three Generations: How to Get There & Move Forward*, in collaboration with FBN Asia, Singapore Management University, and Sasin Business School
- 2012 Hanoi, Vietnam: Speaker for the Workshop: *Beyond Three Generations: How to Get There & Move Forward*, in collaboration with FBN Asia, Singapore Management University, and Kinder World Group
- 2012 Surabaya, Indonesia: Speaker for the Workshop: *Beyond Three Generations: How to Get There & Move Forward*, in collaboration with FBN Asia, Singapore Management University, and Petra Management University
- 2012 Kuala Lumpur, Malaysia: Speaker for the Master Class: *Family Cohesion – Roles & Responsibilities in Building Solid Relationships*, in collaboration with FBN Asia, and Singapore Management University
- 2012 Kuala Lumpur, Malaysia: Speaker for the Lecture: *The Different & Dynamic World of Family Businesses*, in collaboration with FBN Asia, Singapore Management University, and Taylor University
- 2011 Singapore, Singapore: Speaker and moderator for the FBN International World Summit 2011, The Art of Family Business for the following three sessions: "*Being on fire Without Burning out*"; "*Passing on the Flame for Five Hundred Years: the Future Needs a Past*," and "*Art of Harmony*."
- 2010 Kuala Lumpur, Malaysia: Speaker and moderator for the FBN Asia Regional Summit 2010, *Beyond Three Generations – Myth or Reality*
- 2010 Shanghai, China: Speaker and moderator for the FBN NxG International Event: "*Tao to Sustainability*" moderating the first Next-Generation World Cafe and presenting the Workshop: "*Crisis, Dilemma, Action*."
- 2010 Ruka, Finland: Speaker and moderator for the FBN NxG International Event: "*Managing Communication in Family Business - Building Unity within and between Generations*" - *Marrying into a Family Business How to Make it a Blessing, Not a Curse*
- 2009 Darwin, Australia: Co-Speaker for the FBN Australian National Conference, presenting: "*Meeting Market Needs with Passion and Flexibility*" moderating Dr. Mary Ann Tsao
- 2009 Tampere, Finland: Speaker for the FBN Finnish National Conference, presenting: "*Fostering Entrepreneurship in Family Business*."
- 2009 Como, Italy: Moderator and speaker for the FBN NxG International event: "*Leading in Family Business*," moderating one Spanish, two Italian, and one Polish family business cases
- 2008 New Delhi, India: Moderator for two cases during the 19th World Summit in India
- 2008 Angra dos Reyes, Brazil: Speaker for the FBN International Next Generation Annual Event in Americas, presenting: "*The Roles of Next Generation in Family Business*."
- 2008 Angra dos Reyes, Brazil: Speaker for the FBN International Next Generation Annual Event in Americas, moderating the Mudd Advertising case study
- 2008 Gran Canaria: Speaker for the FBN International Next Generation Annual Event presenting the Ascoli Bottoni case study: "*Innovation, Timing, and Teaming: Our Entrepreneurial "Hot-buttons"*."
- 2008 Gran Canaria: Member of the organizing committee for the FBN International Next Generation Annual Event
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- 2008 Chicago: Speaker for the FBN USA Annual Conference presenting: "*Creating Next Generation Entrepreneurs: Challenges, Actions, Roles, and Decisions.*"
- 2007 Alicante, Spain: Speaker for the FBN International Next Generation Annual Event together with Guy Forget about "*Nurturing your passion and talent.*"
- 2006: Paris, France: Next Generation Committee, responsible for the definition of the Strategic Plan for FBN initiatives devoted to Next Generation

Associació Catalana de l'Empresa Familiar, Barcelona, Spain

- 2018 Speaker for the Forum: "*Tenir Cara I Ulls*" - Sugeriments per el líder de l'empresa familiar
- 2017 Speaker for the Forum: "*Ya, Pero Todavía No*" - El Tiempo Mas Incomprendido Durante La Sucesión
- 2016 Speaker for the Forum: *Les Dues Cares de Cada Historia*
- 2013 Speaker for the Forum: *The Global Challenge – Communication in family Business*
- 2011 Speaker for the Forum: *Crisis en las Relaciones Familiares: ¿Oportunidad o Ruptura?* With Andrea Ceccarelli, Ph.D.
- 2011 Agora, Guest for a dinner discussion about Burnout in Family Business
- 2010 Speaker for the Forum: *Bajo La Punta Del Iceberg: El Sugestivo Mundo De Las Relaciones Familiares*
- 2007 Speaker for the Main Conference: *Cuando El Sucesor Es Una Joven Mujer: Mitos Y Realidades*
- 2006 Keynote speech for the Next Generation
- 2005 Keynote speech for the Next Generation
- 2004 Keynote speech for the Next Generation

Other Presentations

- 2021 Online. IntMeet Forum, Research Society on Entrepreneurial Motivation. Key Note Presenter (1 of 4) *When Relevance Meets Rigor: the Case of the Family Enterprise Clinic.*
- 2021 Online. Family Office Exchange Forum. *Own It: How to Develop a Family Enterprise Owners' Mindset at Every Age*
- 2020 Online. American Empresarial, 12th Latin American Family Business Summit, Speaker, *When "I" is replaced with " We," even Illness becomes Wellness*
- 2019 Guatemala City, Guatemala. Universidad del Valle de Guatemala, Guest Speaker, *La Mujer, Pilar fundamental en las Familias Empresarias*
- 2018 Cartagena, Colombia. American Empresarial, 10th Latin American Family Business Summit, Speaker, *Construyendo Resiliencia: Los 5 Consejos Que Las Familias Empresarias Deben Saber Para Prosperar A Lo Largo Del Tiempo*
- 2018 Santiago, Chile. RED MAD, Speaker, *La Mujer en Directorios de Empresas Familiares En EEUU Y Chile*
- 2018 Santiago, Chile. AEF, Asociación de Empresas Familiares, Speaker, *Valores y Cultura en la Empresa Familiar*
- 2018 Vina del Mar, Chile. PWC and Asociación de Empresas V Región (ASIVA). Speaker, *Continuidad y Legado Familiar*
- 2018 Concepción City, Chile. IRADE, Speaker, *Liderando una Empresa Familiar*
- 2018 Santiago, Chile. Universidad de Chile, Speaker, *Continuidad y Legado Familiar*
- 2018 Santiago, Chile. Deloitte, Speaker, *Continuidad y Legado Familiar*
- 2018 Atlanta, GA. Exit Planning Institute, Speaker, *A closer look into the "Afterlife" (AKA the time after the exit)*

- 2016 Asheville, NC. Sherrill Center, Speaker, *Discovering the Blind Spot in Your Family and Business*
- 2015 Ciudad de Leon, México. Speaker *Perpetuando la Riqueza Familiar Management/Executive Development*, Rosa Nelly Treviño Consulting
- 2015 Orlando, FL. Speaker for the Next Generation Symposium, "*Exploring what makes families and businesses stronger*," UniPro Food Services, Inc.
- 2014 Knoxville, TN. Speaker for the Legacy Centre for Family Business and Entrepreneurship
- 2012 Guatemala City, Guatemala. Speaker Family business workshop organized by Advancement, Advance Management
- 2012 Milan, Italy. Speaker for the AldAF-Alberto Falck Strategic Management in Family Business Chair, *Family Harmony: Shared Wisdom to Keep your Family Together*, Bocconi University
- 2011 Kennesaw, GA. Speaker for Southeastern Family Office Forum
- 2011 Bogota, Colombia. Speaker for the Family Business Forum, held at INALDE University of La Sabana during the conference IFERA@Americas 2011
- 2010 Auckland, New Zealand. Speaker for the Family Business Forum organized by Auckland Business School in collaboration with KPMG and ANZ, presenting "*The Next Generation*."
- 2010 Auckland, New Zealand. Speaker for a group of private bankers of ANZ
- 2010 Auckland, New Zealand. Moderator for a *World Café: Women in Business* Café organized by ANZ
- 2010 Guatemala City, Guatemala. Speaker for Universidad Francisco Marroquin, - Workshop on family business for local families in business, presenting: "*Exito: Como Crear y mantener una Familia y Empresa exitosas en el largo plazo*"
- 2009 Santo Domingo, Dominican Republic. Speaker for Universidad Iberoamericana (UNIBE), to the local entrepreneurs, presenting: "*Oportunidad: Fomentando el Espíritu Empresarial en las Nuevas Generaciones*."

AldAF – Italian Association for Family Businesses – FBN Italian Chapter -Milan, Italy

1999-06 Collaboration with the Association in particular to develop the Next Generation Group and its activities

• PROFESSIONAL ACADEMIC AND ADMINISTRATIVE EXPERIENCE •

- 2023- present Faculty Director of the Global Family Enterprise Program
- 2014-2021 Executive Director of the Cox Family Enterprise Center
- 2014-2020 Responsible for the Georgia Family Business of The Year Award; renewed and revamped for the 25th Anniversary, to include leaders from the community
- 2004–2006 Coordinator responsible for the "AldAF - Alberto Falck" Chair in Strategic Management in Family Business, Bocconi University. The Chair is the first and only existing in Italy
- 2004–2006 Coordinator responsible for the Centre for Research on Entrepreneurship and Entrepreneurs, Bocconi University
- 2004-2006 Co-coordinator with Pietro Mazzola for the executive course in joint with Italian Stock Exchange on "*Strategic plan*."
- 2003-2004 MBA Assistant Director - Master Division SDA Bocconi, Bocconi University School of Management
- 2002–2004 Co-coordinator with Guido Corbetta and Stefano Caselli for the Italian Conference on Family Office

• PROFESSIONAL AND ACADEMIC SERVICE •

Reviewer

2012-2017	Review Board Member of American Journal of Business
2012	ICSB World Conference, Track Chair and reviewer
2011	Business History - Special Issue. Long Term Perspectives on Family Business
2011	EURAM 2011 – Conference Reviewer
2011	IFERA 2011 - Conference Reviewer
2011	IFERA AMERICAS 2011 – Conference Reviewer and member of the editorial committee for the Journal: Cuadernos de Administración de la Javeriana
2010	Entrepreneurship Theory and Practice - Special issue. Family Business

University Level Service

2011-2012	Faculty advisor for the KSU Rotaract
2010-2011	King Casey Women's Leadership Experience, Mentor
2009-2010	Review of QEP Global Learning for Engaged Citizenship, committee member
2008-2012	KSU Institutional Review Board, member

College-level Service

2009-2010	MBA Curriculum Committee, member
2010-2013	Students' Professional Behavior Committee, member

Department level Service

2018	Department Chair Evaluation Committee, Member
2018	Hiring Committee for Family Business Research Director, Member
2017-2020	Departmental Faculty Council (DFC), Member
2012-2013	Departmental Tenure and Promotion Committee, Member
2012-2013	Departmental Faculty Performance Committee, Member
2012-2013	Departmental Review Committee (DRC), Member
2012-2013	Departmental Curriculum Coordinating Committee, Member
2008-2009	Ad hoc Committee for Management and Entrepreneurship New Departmental By-Laws, Member

Academic Advising

2014-2015	2 undergraduate students advised
2011-2012	4 undergraduate students advised
2010-2011	5 undergraduate students advised
2009-2010	6 undergraduate students advised
2008-2009	10 undergraduate students advised
2007-2008	10 undergraduate students advised
2006-2007	10 undergraduate students advised

• RESEARCH ACTIVITY •

Specific Research Activities

- 2020 **Educational Database of Generational Enterprises (EDGE):** This ambitious data collection is the spiritual successor to the American Family Business Survey. Initially, EDGE will include an annual survey data collection of regional family businesses coordinated and housed in CFEC. As a regular data collection is refined, the EDGE is designed to allow for a rolling inclusion of other family business and entrepreneurship centers around the country and world.
- 2020 **Family Enterprise and Family Office Advisor Survey:** In collaboration with faculty at Berry College, CFEC is currently developing a large-scale data collection of advisors to family enterprises that seeks to explore how external advisors perceive unique strategic characteristics of family enterprises, how their advising methods evolve when managing family-business clients, and how family business research informs their advising. This data collection goals include the potential for multiple scholarly publications and better insight into how family business research can be better tailored towards professional advisors to improve their training and appreciation of distinctive family business traits.
- 2018 **Gaining Rigor, Losing Relevance: The evolution of Family Business Scholarship.** The mandate of business schools is to improve the creation, practices, and operation of businesses. Business schools engage in this through teaching, scholarship, and service. Academic institutions highly value the 'scholarship' component, and business faculty must engage in scholarly activity. The rigor vs. relevance debate of business scholarship is pronounced and ongoing in academic circles. There is a general sense that practitioners do not read or value academic scholarship. The evolution of Family Business scholarship presents an opportunity to examine the forces that drive academic scholarship away from the practice. Family business scholarship originated in practice-based questions. These original questions were addressed by academics and practitioners and used methods that were readily accessible by both parties. However, the institutional pressure of publication on academic institutions and scholars would exert an increase in rigor that should lead to a narrowing of research questions; an increase in sophisticated statistical methods that are not easily accessible to practitioners; an increased use of academic writing that is not easily accessible to practitioners; a narrowing of publication venue that is not frequented by practitioners.
- 2014 **Burnout in family business.** Burnout has been defined as an unhealthy syndrome consisting of emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, which can occur among individuals who work with people in some capacity. In a host of studies across industries, burnout has been linked to a host of outcomes negatively impacting the quality of life for those suffering burnout and their organizations. This research project aims to understand better the idiosyncratic stresses encountered by the next generation family business entrepreneurs and the likelihood of burnout in these next-generation family business entrepreneurs. Importantly, we hope to provide action steps to help prevent extra stress for the next generation, increasing the next generation's personal satisfaction, commitment, and performance. This is the only instance of dealing with this critical, innovative topic in the family business.
- 2012 **Corporate entrepreneurship in family business.** The project aims to investigate, in particular, CV in the context of FB. To address this purpose, the research is based upon the concept of familiness. It is run at a different level of analysis: individual family members and family unit – that complement the business level analysis investigated by previous CV research.
- 2010 **Employee perceptions of leadership decision-making.** Different relationships carry with them specific norms of behavior. It is expected in exchange relationships that people provide benefits to others to get something back. For example, business relationships involve employees working on getting paid. In communal relationships, such as relationships among family members or romantic relationships, people provide benefits to demonstrate concern for others' needs. Family business offers an opportunity for these two types of relationships to overlap. So what then are the expectations or norms of behavior for family businesses. Do non-family members perceive that family members' actions are governed by the rules of communal relationship or exchange relationships? Based on the Communal-Relationship Theory, the current study explores the perceived norms of non-family members (i.e., students) regarding family members' business

- relationships and how these norms influence perceived justice and fairness of outcomes and leadership style of managers.
- 2007 **Integration of entrepreneurship in family business strategies.** The project seeks to explore the phenomenon which is known as entrepreneurial strategy, that is vision-directed, organizational-wide reliance on entrepreneurial behavior that purposefully and continuously rejuvenates the organization and shapes the scope of its operations through the recognition and exploitation of entrepreneurial opportunities (Morris, Kuratko, & Covin, 200X:194). The basic research questions are 1) how family businesses formulate entrepreneurial strategies that lead to the development of corporate entrepreneurship activities, and 2) what activities they engage in that promote and help implement such a strategy.
The current research project has been selected as a Family Owned Business Institute Research Scholar for 2007-2008 at Grand Valley State University, winning a \$ 5,000 grant. The proposal was judged to be one of the best of 30+ submitted for review.
- 2007 **Corporate Entrepreneurship in Family Business: the role of Next Generation and Non-Family Managers.** The project investigates the schools of thought surveyed, i.e., family business and entrepreneurship, from a theoretical perspective. This in-depth analysis brought to the development of a full model on the generational passage in which the main elements around which widespread consensus has formed in literature. An extensive and critical in-depth study on entrepreneurship and corporate entrepreneurship literature closes the first part of the project, developing a theoretical model that can describe entrepreneurial activities in family businesses. The second part of the research project is centered on empirical analysis, and it features the study of two case histories.
- 2006 **Strategic Planning in family business.** This project aimed at investigating the possible roles and benefits that strategic planning can have for next-generation family members working for the family company. Scientific responsible for the project, prof. Pietro Mazzola.
- 2004 **Growth processes in Italian medium-sized family business.** This research project, sponsored by Unicredit Banca d'Impresa, AldAF (Italian Association of Family Business), and SDA Bocconi, aimed at individuating dynamics making family businesses grow; identifying determinants and bonds to family business growth; and analyzing successful growth path. Scientific responsible for the project, prof. Guido Corbetta.
- 2002 **Entrepreneurial development in the local economy.** Sponsored by Cassa di Risparmio di San Miniato Foundation, the research program focused on analyzing three industrial districts in Tuscany very relevant for the local economy. The research results were presented in a Conference organized by Cassa di Risparmio di San Miniato Foundation and then published in a book entitled and Entrepreneurial development in local economy (see belong among publications). Scientific responsible for the project, prof. Giuseppe Airoldi.
- 2001 **Transferring and fostering entrepreneurship in family and privately held firms.** This research project focused on entrepreneurship in family and closely-held firms. Specific attention is devoted to determinants of the varying degrees of ability shown by family firms to keep or enhance entrepreneurial capacities over extended periods. Scientific responsible for the project, prof. Guido Corbetta.
- 2001 **The Strategic Role of Going Public in Companies' Long Lasting Growth.** Sponsored by the Italian Association of Family Business (AldAF), and realized by the Strategic and Entrepreneurial Management Department of SDA Bocconi, Bocconi University School of Management in collaboration with McKinsey & Co. and Freshfields Bruckhaus Deringer. Scientific responsible for the project, prof. Pietro Mazzola.
- 1999 **Small Business Training and Competitiveness: Building Case Studies in Different Cultural Context,** EU international research project. Lead by SDA Bocconi – Milan, in collaboration with ESADE Barcelona, Wirtschaftsunivertät Wien, and the Norvegese School of Economics and Business Administration NHH. Scientific responsible for the project, prof. Gianluca Colombo.

• LANGUAGES •

Italian: Native language

English: Full professional proficiency

Spanish: Fluent (speaking, reading); intermediate (writing)

• PROFESSIONAL ORGANIZATIONS •

IFERA International Family Enterprise Research Academy

PDFB Psychodynamics in Family Business - Treasurer

FFI Family Firm Institute

AOM Academy of Management

ITFERA Italian Family Enterprise Research Academy

FERC Family Enterprise Research Conference

• HONORS, AWARDS, AND FELLOWSHIPS •

2009 Coles College Nominee for the Up & Comers Award – a "top 40 under the age of 40" award

2008 Nominee for the Kauffman Junior Faculty Fellowship in Entrepreneurship Research

2007 Best Paper at the ITFERA Family Business Research and State of the art Conference

• REFERENCES •

Available upon request in the Academic, Professional Advising, Governmental, and Business Communities.

I do authorize the use of these personal data; September 12, 2023


Gaia Marchisio