

**ACADEMIC BACKGROUND**

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- **Higher Doctorate (Accreditation to supervise research) - HDR (Habilitation à Diriger des Recherches) in economics sciences and management**, thesis titled "*Innovation management: Research Spin-off firms (RSOs) and Cultural and Creative Industries (CCIs)*", 7<sup>th</sup> of October, 2019, Paris 13 University.
- **International PhD Programme in "Institutions, Economics & Law (IEL)"**, Collegio Carlo Alberto, University of Turin (Italy); title of the thesis: "Research Spin-off Firms in Italy", defended on April 26<sup>th</sup> 2010. Scientific sector: Applied Economics.

**WORK EXPERIENCES**

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**Ecole polytechnique, Université Paris-Saclay :**

- 1 September 2012 – 31 August 2015:  
Researcher (CDD) at the Management Research Center (CRG), Ecole polytechnique;

**CNR (Italian National Research Council), Institute for Economic Research on Firms and Growth:**

- May 2001 - December 2007:  
Researcher on several projects about "*Regional Policies for R&D and Innovation*".

**University of Turin:**

- January 2007 - December 2009:  
PhD candidate with scholarship of the international PhD programme in "*Institutions, Economics & Law (IEL)*".

**CURRENT POSITION**

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- Since 01 June 2016, **ESSCA School of Management:**  
**Professor / Directrice de Recherche** - Strategy, Entrepreneurship and International Business Department, Paris campus.

**PUBLICATIONS**

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**ACADEMIC JOURNALS and BOOKS:**

1. **Salvador E.**, Comunian R. (2024), Guest Editors of a Special Issue of Industry and Higher Education, (ABS 1), "Cultural and creative industries and the challenge of sustainable development: opportunities for higher education, businesses and communities".

2. **Salvador E.**, Comunian R. (2024), “Why and how Higher Education is so important for Cultural and Creative Industries’ sustainable development?”, *Industry & Higher Education* (ABS 1), forthcoming.
3. de Bernard M., Comunian R., Jewell S., **Salvador E.**, O’Brien D. (2024), “The role of higher education in sustainable creative careers: exploring UK theatre graduates and theatre careers”, *Industry & Higher Education* (ABS 1), forthcoming.
4. **Salvador E.**, Benghozi P.-J., (2023) “The evolving place of the Cultural and Creative industries in the public policy orientation: What can we learn from the Communications of the European Commission?”, « *Réseaux* » (CNRS 4, FNEGE 4), vol. 2-3, n. 238-239, pp. 283-328.
5. Lauto G., **Salvador E.**, Visintin F. (2022), “For what they are, not for what they bring: The signaling value of gender for financial resource acquisition in academic spinoffs”, *Research Policy*, vol. 51, issue 7, September 2022, (CNRS 1, ABS 4\* and FNEGE 1).
6. **Salvador E.**, Castro-Martínez E., Botella Nicolás A., Isusi Fagoaga R., (2022), “The importance of research on cultural festivals”, Introduction of the Special Issue “Organization and Management of Cultural Festivals: new Challenges in the Digital Age?”, *International Journal of Arts Management*, (CNRS 4, ABS 1 and FNEGE 4), vol. 24, n. 2, Winter, pp. 4-12.
7. **Salvador E.**, Castro-Martínez E., Botella Nicolás A., Isusi Fagoaga R., (2022), Guest Editors of the Special Issue “Organization and Management of Cultural Festivals: new Challenges in the Digital Age?”, *International Journal of Arts Management*, (CNRS 4, ABS 1 and FNEGE 4), vol. 24, n. 2, Winter, pp. 1-107.
8. **Salvador E.**, Strandgaard Pedersen J., eds., (2022) “*Managing Cultural Festivals: Tradition and Innovation in Europe*”, Routledge Research in the Creative and Cultural Industries series, February, [Managing Cultural Festivals | Tradition and Innovation in Europe | Eli \(taylorfrancis.com\)](https://www.taylorfrancis.com)
9. **Salvador E.**, Navarrete T., Srakar A., eds., (2022) “*Cultural Industries and the COVID-19 Pandemic: A European Focus*”, Routledge Research in the Creative and Cultural Industries series, forthcoming January, [Cultural Industries and the Covid-19 Pandemic: A European Focus - 1st \(routledge.com\)](https://www.routledge.com)
10. Benghozi P.-J., **Salvador E.**, Simon J.-P. (2021), “Strategies in the cultural and creative industries: static but flexible vs dynamic and liquid. The emergence of a new model in the digital age”, *Revue d’Economie Industrielle* (CNRS 3), n. 174(2): 117-157;
11. **Salvador E.**, Benghozi P.-J. (2021), “The digital strategies of publishing houses: a matter of book content?”, *International Journal of Arts Management* (CNRS 4, ABS 1 and FNEGE 4), vol. 23, issue 2, pp. 56-74, Winter 2021;
12. **Salvador E.**, El Asraoui H., Akbaraly M. (2019), “The difficult relationship between the consultancy market and SMEs: inspiring insights from the case of Drôme”, *Revue de l’Entrepreneuriat* (FNEGE 2, CNRS 4), vol. 18, n. 4, pp. 127-157;
13. **Salvador E.**, Marullo C., Piccaluga A. (2019), “Determinants of growth in research spin-offs: a resource-based perspective”, “*Recherches en Sciences de Gestion - Management Sciences - Ciencias de Gestión*” (CNRS 4 and FNEGE 3), n. 133, pp. 53-78;
14. **Salvador E.**, Simon J.-P, Benghozi P.-J. (2019), “Facing disruption: the cinema value chain in the digital age”, *International Journal of Arts Management* (CNRS 4, ABS 1 and FNEGE 4), vol. 22, n. 1, pp. 25-40;

15. Benghozi P.-J., **Salvador E.**, Simon J.-P. (2019), ““In the mood for technology?” Numérique et cinéma, de nouvelles formes d’intermédiation / de nouveaux leviers de création ?”, « *Réseaux* » (CNRS 4, FNEGE 4), vol. 38, n. 217, pp. 47-77;
16. **Salvador E.** (2018), book review of the book/note de lecture de l’ouvrage « Jeux vidéo : l’industrie culturelle du XXIe siècle ? », authored by Pierre-Jean Benghozi et Philippe Chantepie ”, *Revue Française de Gestion* (CNRS 3 and FNEGE 2), Volume 44 / Numéro 271 (mars 2018), pages 143-149, DOI: <https://doi.org/10.3166/rfg.2018.00228>;
17. Benghozi P.-J., Rayna T., **Salvador E.**, Striukova L. (2017), Guest Editors of the « Special Issue on: Leveraging Technological Change: The Role of Business Models and Ecosystems”, *International Journal of Technology Management*, Vol. 75 No. 1/2/3/4, pp. 1-233, (CNRS and FNEGE 3, ABS 2);
18. Benghozi P.-J., Rayna T., **Salvador E.**, Striukova L. (2017), “Editorial”, in « Special Issue on: Leveraging Technological Change: The Role of Business Models and Ecosystems”, *International Journal of Technology Management*, Vol. 75 No. 1/2/3/4, pp. 1-5, (CNRS and FNEGE 3, ABS 2);
19. Benghozi P.-J., **Salvador E.**, Simon J.-P. (2017), “The race for innovation in the media and content industries: Legacy players and newcomers. Lessons for policy makers from the video game and cinema industries”, *The Journal of Arts Management, Law and Society*, Special Issue Digital Cultural Policies in Comparison (FNEGE 4), edited by Jonathan Roberge and Philippe Chantepie, vol. 47, n. 5, pp. 346-360;
20. Benghozi P.-J., **Salvador E.** (2016) "How and where the R&D takes place in creative industries? Digital investment strategies of the book publishing sector", *Technology Analysis & Strategic Management* (CNRS 3, ABS 2), vol. 28, n. 5, pp. 568-582;
21. Benghozi P.-J., **Salvador E.** (2015) "Technological competition: a path towards commoditization or differentiation? Some evidence from a comparison of e-book readers", *Systèmes d'Information et Management (SIM)*, (CNRS 2, FNEGE 2), vol. 20, n. 3, pp. 97-135;
22. Benghozi P.-J., **Salvador E.** (2015) " Technological innovation and R&D, the disregarded dimension of the creative industries: the case of book publishing”, *Special Issue, Les industries culturelles européennes dans la globalisation numérique, Economia della Cultura*, a. XXV, n. 2, pp. 255-267.
23. Benghozi P.-J., **Salvador E.**, Simon J.-P. (2015), “Looking for R&D in the creative industries”, features, technical innovations, *Communications & Strategies* (CNRS 4), n. 99, 3<sup>rd</sup> Q., pp. 171-181.
24. Simon J.-P., Benghozi P.-J., **Salvador E.** (2015), “The new middlemen of the digital age: the case of cinema”, *info*, vol. 17, n. 6, pp. 97-115.
25. Mariotti I., **Salvador E.** (2015) “On-park and off-park research spin-offs: some insights from an empirical investigation on Italy”, *International Journal of Entrepreneurship and Innovation Management*, (CNRS 4, ABS 1), Special Issue on Inspired by Silicon Valley: a Cheap Copy or a Masterpiece?, vol. 19, n. 5/6, pp. 405-422;
26. **Salvador E.**, Benghozi P.-J. (2015) “Research spin-off firms: does the university involvement really matter?”, selected by the scientific committee of EIDEV as one of the 7 best articles of the conference. Special Issue EIDEV 2013, published by the *Revue Management International* (FNEGE 2, CNRS 3), vol. 19, n. 2, pp. 22-39;
27. Benghozi P.-J., **Salvador E.** (2014) “Are traditional industrial partnerships so strategic for research spinoff development? Some evidence from the Italian case”, *Entrepreneurship&Regional Development: an International Journal* (CNRS 3, ABS 3), vol. 26 (1-2): 47-79. **This article has been included in the online article collection as one of the most downloaded articles published in Routledge Social Sciences journals in 2014;**

28. **Salvador E.**, Pinot de Villechenon F., Lopez-Rizzo H. (2014) "European SMEs and the Brazilian market: the key role of social networks", *European Business Review* (CNRS 3, ABS 2), vol. 26, n. 4, pp. 368-388;
29. **Salvador E.**, Mariotti I., Conicella F. (2013) "Science Park or Innovation Cluster? Similarities and differences in physical and virtual firms' agglomeration phenomena", *International Journal of Entrepreneurial Behaviour&Research* (CNRS 4, ABS 3), vol. 19, n. 6, pp. 656-674;
30. **Salvador E.**, Montagna F., Marcolin F. (2013) "Clustering recent trends in the Open Innovation literature for SME strategy improvements", *International Journal of Technology, Policy and Management* (IJTPM), (ABS 1), vol. 13, n. 4, pp. 354-376;
31. Bureau S., **Salvador E.**, Fendt J. (2012) "Small firms and the growth stage: can entrepreneurship education programmes be supportive?", *Industry and Higher Education*, (ABS 1), vol. 26 (2): 79-100;
32. **Salvador E.**, Rolfo S. (2011) "Are incubators and science parks effective for research spin-offs? Evidence from Italy", *Science and Public Policy*, (ABS 2), vol. 38 (3): 170-184;
33. **Salvador E.** (2011) "How effective are research spin-off firms in Italy?", *Revue d'Économie Industrielle* (CNRS 3), n. 133, 1er trimestre, pp. 99-122;
34. **Salvador E.** (2011) "Are science parks and incubators good "brand names" for spin-offs? The case study of Turin", *Journal of Technology Transfer* (CNRS 3, ABS 3), vol. 36 (2): 203-232;
35. **Salvador E.** (2009) "Evolution of Italian universities' rules for spin-offs: the usefulness of formal regulations", *Industry and Higher Education*, (ABS 1), vol. 23 (6): 445-462;
36. **Salvador E.** (2008) "Regional Innovation Policies in the United Kingdom: the New Industry-HEIs Relationship and the Role of Science Parks", *Revista Galega de Economía*, vol. 17 (1): 1-23;
37. **Salvador E.** (2007) "The Financing of Research Spin-off Firms in Italy", *Piccola Impresa/Small Business*, n. 1: 75-107;
38. **Salvador E.**, Harding R. (2006) "Innovation Policy at the Regional Level: the Case of Wales", *International Journal of Foresight and Innovation Policy*, (ABS 1), vol. 2 (3/4): 304-326;

## BOOK CHAPTERS, REPORTS AND WORKING PAPERS

- 1) **Salvador E.**, Castro-Martinez E., Benghozi P.-J. (2022), "(The Economics of) Cultural Festivals in the Digital Age: An Analysis of the Comics Publishing Industry", Open Access chapter ([The Economics of\) Cultural Festivals in the Digital Age | An Analysis \(taylorfrancis.com\)](#)) in **Salvador E.**, Strandgaard Pedersen J., eds., "Managing Cultural Festivals: Tradition and Innovation in Europe", Routledge Research in the Creative and Cultural Industries series, February 2022, pp. 171-188;
- 2) **Salvador E.**, Manzini R., Urbinati A., Puliga G., Lazzarotti V. (2021), "Research spin-offs and their role within the entrepreneurial university in the digital age: a framework for future research from Italian case-studies", in "A Research Agenda for the Entrepreneurial University", edited by Ulla Hytti (Professor of Entrepreneurship, Department of Management and Entrepreneurship, University of Turku, Finland), Edward Elgar Publishing, March 2021;
- 3) **Salvador E.** (2021), "Cluster – Innovative Cluster: Geographical and "Virtual" Proximity in the Digital Era", chapter n. 8 in « Handbook on Innovation, Economics, Engineering and Management », Handbook 1, Main themes, edited by Dimitri UZUNIDIS, Fedoua KASMI, Laurent ADATTO, ISTE/WILEY editions, June 2021, pp. 85-90;
- 4) **Salvador E.** (2021), "Spin-off – Research Spin-off: How the University Fosters Innovative Entrepreneurship", chapter n. 31 in « Handbook on Innovation, Economics, Engineering and Management », Handbook 2, Special themes, edited by Dimitri UZUNIDIS, Fedoua KASMI, Laurent ADATTO, ISTE/WILEY editions, June 2021, pp. 255-262;

- 5) Benghozi P.-J., **Salvador E.**, Simon J.-P. (2018), "The race for innovation in the media and content industries: legacy players and newcomers. Lessons from the music and newspaper industries", in *Digital Platforms and Cultural Industries*, edited by Bouquillion Philippe and Moreau Francois, ICCA-Cultural industries, artistic creation, digital technology, vol. 6, pp. 21-40, Peter Lang editions;
- 6) Benghozi P.-J., **Salvador E.**, Simon J.-P. (2015) "Models of ICT Innovation. A Focus on the Cinema Sector", edited by Bogdanowicz M., European Commission, JRC Science and Policy Report, JRC95536, EUR 27234 EN, ISBN 978-92-79-48170-3 (PDF), ISSN 1831-9424 (online), doi:10.2791/041301, pp. 1-144:
- 7) Benghozi P.-J., **Salvador E.** (2015), « La R&D dans les industries culturelles et créatives: le cas de l'édition », CNL report, Mars, pp. 1-131:
- 8) Benghozi P.-J., **Salvador E.** (2014) "Strategies and business models of online platforms in CCIs: convergence or differentiation in the e-book sector?", in Schramme A., Kooyman R. (Ed.), Hagoort G. (2014), "Beyond Frames. Dynamics between the creative industries, knowledge institutions and the urban context", Eburon Academic Press, Delft, ISBN 9789059728844, pp. 96-104.
- 9) Benghozi P.-J., **Salvador E.** (2013) "R&D in creative industries: some lessons from the book publishing sector", Tafter Journal n. 64, October;
- 10) Conicella F., **Salvador E.** (2013) "SMEs and the importance of the provision of shared support services", Working Paper Bioindustry Park, September;
- 11) **Salvador E.** (2012) "Italian science parks and incubators: some considerations arising from a questionnaire investigation on research spin-off firms", in Marina Dabić (2012), ed., "Do we need the entrepreneurial university? Triple helix perspective", University of Zagreb, pp. 67-90;
- 12) Conicella F., **Salvador E.** (2012) "Science Park or Innovation Pole? Descriptive results of a questionnaire investigation about physical and virtual locations", Working Paper Bioindustry Park;
- 13) **Salvador E.** (2011) "Italian science parks, incubators and innovative clusters: some considerations starting from a questionnaire investigation on research spin-offs", Working Paper Bioindustry Park;
- 14) **Salvador E.** (2007) "Aerospace Clusters in the United Kingdom", Technical Report Ceris-CNR, n. 15;
- 15) **Salvador E.** (2006) "The Financing of Research Spin-off Firms: a comparison between Italy and the United Kingdom", Working Paper Ceris n. 12;
- 16) **Salvador E.** (2006) "High Growth Firms: the United Kingdom" in Report Ceris-CNR (with Vv.Aa.);
- 17) **Salvador E.** (2006) "A Model of Technological Park in Valtellina" in Report Ceris-CNR (with Vv.Aa.);
- 18) **Salvador E.** (2004) "Regional Industrial Policies in the United Kingdom", Working Paper Ceris n. 9;
- 19) **Salvador E.** (2001) "First qualitative evaluations on R&D policies in some Italian Regions", Working Paper Ceris n. 8;
- 20) **Salvador E.** (2001) "Regional Policies for R&D", Report Ceris-CNR, July;

## ORGANIZATION OF WORKSHOPS-EDITOR OF SPECIAL ISSUES

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- (2023) Co-organization of a one-day research workshop about "Africa Fashion Futures: knowledge sharing and networking event", 26 April, King's College London, UK. Organization Committee: Dr

Lauren England (King's College London), Dr Eka Ikpe (King's College London), Prof Roberta Comunian (King's College London), Prof Jen Snowball (Rhodes University, Eastern Cape, South Africa) and **Prof. Elisa Salvador (ESSCA School of Management, France)**, [AFRICA FASHION FUTURES - NEWS \(africa-fashion-futures.org.uk\)](http://africa-fashion-futures.org.uk)

- (2019) Co-organization of the two-day international workshop on “*Cultural Festivals’ Organization and Management: new Challenges in the Digital Age?*”, 26-27 November, University of Valencia (Spain), Organization Committee: Ana Maria Botella Nicolás (University of Valencia, Spain), Elena Castro-Martínez (INGENIO-CSIC, UPV, Valencia, Spain), Rosa Isusi Fagoaga (University of Valencia, Spain), **Elisa Salvador (ESSCA School of Management, France)**. Programme available at: <https://cfest.webs.upv.es/> The Workshop was organized under the label of The International Association of Arts and Cultural Management (AIMAC) and it has been followed by a Special Issue of the International Journal of Arts Management (IJAM), CNRS 4, FNEGE 4, ABS 1 and by a book by Routledge in collaboration with Prof. Jesper Strandgaard Pedersen (Copenhagen Business School, Denmark).
- (2014) Co-organization of the workshop on “*Leveraging Technological Change: The Role of Business Models and Ecosystems*”, 19 March, 2014, IDEALondon, Organisation Committee: Prof. Pierre-Jean Benghozi, Prof. Thierry Rayna, **Dr Elisa Salvador**, Dr Ludmila Striukova. With the support of Chair Innovation and Regulation in Digital Services (École Polytechnique and Telecom ParisTech), Department of Management Science & Innovation (University College London), UCL Advances. Programme available at: <http://innovation-regulation2.telecom-paristech.fr/2014/03/25/leveraging-technological-change-the-role-of-business-models-and-ecosystems/>
- The workshop has been followed by the Call for papers of the *International Journal of Technology Management* (CNRS and FNEGE 3, ABS 2), Special Issue on: "Leveraging Technological Change: the Role of Business Models and Ecosystems", Guest Editors: Pierre-Jean Benghozi, **Elisa Salvador**, Thierry Rayna, Ludmila Striukova.

### **SCIENTIFIC RESPONSIBILITIES:**

2023- : coordinator of ESSCA Bachelor course, 3<sup>o</sup> year, « Management de l’Innovation », French, Paris ESSCA campus.

2020- : Associate Editor of the *International Journal of Arts Management* (IJAM), (CNRS 4, ABS 1 and FNEGE 4), section *Cultural entrepreneurship, innovation and creativity*.

2016- : coordinator of ESSCA Master1 course « Management de la Créativité et de l’Innovation / Managing Creativity and Innovation », English & French, all ESSCA campuses.

<https://www.essca.fr/people/salvador-elisa-professeur>

<https://www.essca.fr/en/people/salvador-elisa-professor>

[https://www.researchgate.net/profile/Elisa\\_Salvador](https://www.researchgate.net/profile/Elisa_Salvador)

<https://scholar.google.co.uk/citations?user=aNJPjNQAAAAJ&hl=en>