

# **Curriculum Vitae**

## **Cinzia DAL ZOTTO**

Enterprise Institute  
Faculty of Economics and Business  
University of Neuchâtel  
A. L. Breguet 2 – 2000 Neuchâtel  
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<https://www.cinziadalzotto.ch/>  
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Nationality: Italian; Work Permit C

### **Higher Education**

2013

**Summer Investigative Reporting Course.** Columbia Graduate School of Journalism, New York.

1996-2000

**Ph.D in Business Administration** – Thesis: “Simultaneous and Permanent Organizational and Personnel Development”, University of Regensburg, Germany. Marks: Summa cum Laude

1990-1995

**Laurea in Business Administration** – Thesis: “Motivation at work: the German case”, Catholic University of Milan, Italy. Marks: 110/110

### **Academic appointments**

#### **Permanent**

|              |                                                                                                                                                     |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| 2008-present | Associate Professor, Faculty of Economics and Business, University of Neuchâtel, Switzerland                                                        |
| 2004-2008    | Research fellow and then Assistant professor, Entrepreneurship Marketing and Management Department, Jönköping International Business School, Sweden |
| 2001-2003    | Senior Researcher, Innovation and Technology Management, Faculty of Business, University of Regensburg, Germany                                     |
| 1996-2000    | Research assistant, Organizational Behavior and Human Resource Management, Faculty of Business University of Regensburg, Germany                    |

#### **Visiting**

|           |                                                                                                     |
|-----------|-----------------------------------------------------------------------------------------------------|
| 2015      | Visiting Professor, ICT for Network Organizations, UniNettuno, Rome, Italy                          |
| 2009-2011 | Visiting Professor, Faculty of Management, University of Passau, Germany                            |
| 2009      | Visiting Professor, Faculty of Communication Sciences, University of Lugano, Switzerland            |
| 2007      | Visiting Professor, Faculty of Management, University of Johannesburg, South Africa                 |
| 2006-2007 | Visiting Professor, School of Media, Arts and Design, University of Westminster, UK                 |
| 2005      | Senior Lecturer, Mudra Institute of Communications, Ahmedabad, India                                |
| 2004      | Senior Lecturer, Ecole Supérieure de Commerce, Université de Toulouse, France                       |
| 2002      | Visiting Research Fellow, Berkeley Roundtable on the International Economy (BRIE), UC Berkeley, USA |
| 2001-2003 | Lecturer, School of Economics and Management, Free University of Bolzano, Italy                     |
| 2000-2003 | Lecturer, Executive Training Seminars for Deutsche Bahn, Regensburg, Germany                        |
| 1999-2000 | Lecturer, Post Graduate Program on Enterprise Innovation (MII), University of Trento, Italy         |

## Research and program management

|           |                                                                                                                              |
|-----------|------------------------------------------------------------------------------------------------------------------------------|
| 2016-2019 | Director, MSc in International Business Development, Faculty of Economics and Business, University of Neuchâtel, Switzerland |
| 2010-2012 | Director of Institute, Academy of Journalism and Media, University of Neuchâtel                                              |
| 2010-2012 | Director of the Master of Arts in Journalism, Faculty of Economics and Business, University of Neuchâtel, Switzerland        |
| 2004-2008 | Director of Research, Media Management and Transformation Centre, Jönköping International Business School, Sweden            |

## Other appointments

### *University of Neuchâtel*

Member of Program Committee, Master in General Management, 2018-present

Responsible of the Human Resource Management Orientation, Bachelor program, 2015-2018

Member of Quality Control and Development Commission, 2010-2015

Member of "Commission Egalité" (2010-2012)

### *Media Management and Transformation Centre (MMTC), JIBS, Sweden*

Responsible for Visiting Doctoral Fellowship Program, 2004-2008

Organization and coordination of EMMA Summer Schools for Doctoral Students

## Publications

### Books

LUGMAYR Artur and DAL ZOTTO Cinzia (2016), "The Media Convergence Handbook, Vol. I – Journalism, Broadcasting and Social Media Aspects of Convergence" (Eds.), Springer, ISBN 978-3-642-54484-2.

LUGMAYR Artur and DAL ZOTTO Cinzia (2016), "The Media Convergence Handbook, Vol. II – Firms and User Perspectives" (Eds.), Springer (in print), ISBN 978-3-642-54486-6.

DAL ZOTTO Cinzia and van KRANENBURG Hans (2008), "Management and Innovation in the Media Industry" (Eds.), Edward Elgar Publishing, ISBN 978 1 84720 109 6.

DAL ZOTTO Cinzia (2005), Growth and Dynamics of Maturing New Media Companies, (Ed.) JIBS Research Reports Series, nr. 2, ISBN 9789189164611.

DAL ZOTTO Cinzia (2001), Die Simultaneität und Permanenz von Personal- und Organisationsentwicklung, Peter Lang Verlag, Frankfurt/Main usw, ISBN 978-3-631-36228-0.

### Book chapters

DAL ZOTTO Cinzia, SCHENKER Yoann and SACCO Vittoria (2017), Market Structure and Innovation Policies in Switzerland, in: Hans van Kranenburg (Ed.), Innovation Policies in the European News Media Industry: A Comparative Study, Springer Verlag.

DAL ZOTTO Cinzia, SACCO Vittoria and SCHENKER Yoann (2017), Market Structure and Innovation Policies in Italy, in: Hans van Kranenburg (Ed.), Innovation Policies in the European News Media Industry: A Comparative Study, Springer Verlag.

DAL ZOTTO Cinzia and SCHENKER Joann (2015), "Le Data Journalism: un Nouvel Outil de Transparence à Disposition de la Démocratie", in : Marc-Olivier Gonseth, Bernard Knodel, Yann Laville et Grégoire Mayor (Eds.), Secrets, (in print).

DAL ZOTTO Cinzia and LUGMAYR Artur (2016), "Media Convergence as Evolutionary Process", in : Lugmayr A. and Dal Zotto C. (Eds.), The Media Convergence Handbook, Vol. I & II, Springer.

- LUGMAYR Artur and DAL ZOTTO Cinzia (2016), "Media Convergence is Not King: The Triadic Phenomenon of *Convergence-Divergence-Coexistence* is King", in: Lugmayr A. and Dal Zotto C. (Eds.), *The Media Convergence Handbook*, Vol. I & II, Springer.
- PICARD Robert and DAL ZOTTO Cinzia (2015), "The Dimension of Ownership and control of Media", in: Peggy Valcke, Miklos Sükösd, Robert Picard (Eds.), *Media Pluralism and Diversity: Concepts, Risks, and Global Trends*, Palgrave MacMillan 2015.
- VALCKE Peggy, PICARD Robert, SÜKÖSD Miklos, DAL ZOTTO Cinzia, KUCZERAVY Alexandra and KERREMANS Robin (2015). *Indicators for Media Pluralism*, in: Peggy Valcke, Miklos Sükösd, Robert Picard (Eds.), *Media Pluralism and Diversity: Concepts, Risks, and Global Trends*, Palgrave MacMillan 2015.
- DAL ZOTTO Cinzia, MATTEO Stéphane and SPOLAOR Giulia (2012), "Branding with Social Media", in: Mike Friedrichsen and Wolfgang Mühl-Benninghaus (Eds.), *Handbook of Social Media Management*, Springer Science+Business Media, Heidelberg.
- DAL ZOTTO Cinzia, DICHAMP Edwina and SOMMER Christoph (2012), "Crisis and Challenges of News Media Organizations: The Fall and the Rise of Business Models", in: Projektverbund Sinergia "Medienkrise" (Hrsg.), *Die Medienindustrie in der Krise: Ursachen, Folgen und Implikationen für Journalismus und Demokratie in der Schweiz*.
- DAL ZOTTO Cinzia (2012), "Alte Rezepte und neue Businessmodelle: Die Medienkrise aus der Sicht der Verlage", in: Werner Meier, Heinz Bonfadelli und Josef Trappel (Eds.), *Gehen in den Leuchttürmen die Lichter aus? Was aus den Schweizer Leitmedien wird*, Lit Verlag Münster.
- DAL ZOTTO Cinzia (2010), "Professional Journalism", in: Raphael Giesecke, Stina Immonen, Esa Sirkkunen, Katri Grenman, Asta Bäck, Merja Helle, Olli Nurmi, Seppo Leminen, Petri Vuorimaa, Jukka Häkkinen (Eds.), *Media Scenarios 2020*, Version 2. Public, Helsinki.
- DAL ZOTTO Cinzia (2008), "Introduction to the relation between Media Management and Innovation", in: Cinzia Dal Zotto and Hans van Kranenburg (Eds.), *Management and Innovation in the Media Industry*, Edward Elgar.
- DAL ZOTTO Cinzia, HAGEDOORN John, van KRANENBURG Hans and PENNINGS Jaqueline (2008), "Innovation through External Sourcing Activities: An Overview of Major Trends and Patterns of the Telecommunications Service Provider Industry", in: Cinzia Dal Zotto and Hans van Kranenburg (Eds.), *Management and Innovation in the Media Industry*, Edward Elgar.
- DAL ZOTTO Cinzia and GUSTAVSSON Veronika (2007), "Entrepreneurship and Human Resource Management as Innovation Tools and Drivers of Growth", in: Rowena Barrett and Susan Mayson (Eds.), *International Handbook of HRM and Entrepreneurship*, Edward Elgar Publishing.
- DAL ZOTTO Cinzia and COHEN Stephen (2007), "Inter-organizational knowledge transfer as a source of innovation: the role of absorptive capacity and information management systems", in: Uday M. Apte and Uday S. Karmarkar (Eds.), *Managing in the Information Economy*, Springer, New York.
- DAL ZOTTO Cinzia (2005), "Managing Growth in Young Media Firms: A Matter of Theory or a Question of Practice?", in: Cinzia Dal Zotto (Ed.), *Growth & Dynamics of Maturing New Media Companies*, JIBS Research Reports Series, Nr. 2.
- DAL ZOTTO Cinzia (2005), "What is the New Economy?", in: Cinzia Dal Zotto (Ed.), *Growth and Dynamics of Maturing New Media Companies*, JIBS Research Reports Series, Nr. 2.
- DAL ZOTTO Cinzia and DRUMM Hans J. (1999), "Verhandelte Mitbestimmung. Italien als Modell für eine Reform der deutschen Tarif- und Unternehmungsverfassung: Ex meridiano lux?", in: *Mitbestimmung - Gesellschaftlicher Auftrag und ökonomische Ressource*. Thomas Breisig (Ed.), München und Mering, pp. 46-68.
- BIERSACK Florian, DAL ZOTTO Cinzia, HAWELKA Birgit, NIKOLAUS Ulrich and STILLER Klaus (1999), "Multimedia interdisziplinär", in: *Multimedia - Informationssysteme zwischen Bild und Sprache*. Franz Lehner/Georg Braungart/Ludwig Hitzenberger (Eds.), Wiesbaden, pp. 3-20.
- DAL ZOTTO Cinzia (1997), "Weiterentwicklungen der lernenden Organisation", in: *Moderne Organisationsstrukturen und ihre personalwirtschaftlichen Implikationen*, H. J. Drumm (Ed.). Regensburger Diskussionsbeiträge zur Wirtschaftswissenschaft, Nr. 302. Regensburg, pp. 53-70.

### **Peer reviewed international articles and proceedings**

- DAL ZOTTO Cinzia and HAMMAMI Aicha (accepted for publication). "The FDI-Economic Growth Nexus: A Human Resource Management Perspective – The case of the ICT sector in Sub-Saharan Africa", in Harfouche Antoine and Youcef Baghdadi (Eds.), *Information and Communication Technologies for an inclusive world*, Lecture Notes in Information Systems and Organisation, Springer.

- KOLPAKOVA Evgeniya and DAL ZOTTO Cinzia. "Luxury Website Design: Are Luxury Dimensions Transferable Online?", in 2017 ICTO Conference proceedings.
- DAL ZOTTO Cinzia and MAVHUNGU Johanna (2017). Guest editors' introduction to the special issue on news media development and sustainability in Africa. In: *Journal of Media Business Studies*, Vol. 14, Issue 1.
- DAL ZOTTO Cinzia, SCHENKER Yoann and LUGMAYR Artur (2015), "Data journalism in news media firms: The role of information technology to master challenges and embrace opportunities of data-driven journalism projects", *European Conference on Information Systems Best papers Proceedings*.
- MATTEO Stéphane and DAL ZOTTO Cinzia (2015), "Native advertising, or how to stretch Editorial to Sponsored content in a Transmedia Branding Era", in: Gabriele Siegert, Kati Förster, Sylvia Chan-Olmsted, Mart Ots (Eds.), *Handbook of Media Branding*, Springer.
- SPOLAOR Giulia and DAL ZOTTO Cinzia (2014): "International Diversification Strategies in Transnational Media Companies: State of the Art", *World Media Economics and Management Conference Proceedings*.
- VALCKE Peggy, DAL ZOTTO Cinzia, KERREMANS Robert, KLIMKIEWICZ Beata, PETKOVIC Brankica, PICARD Robert and SÜKÖSD Miklos (2010), "The European Media Pluralism Monitor: Bridging Law, Economics and Media Studies as a First Step towards Risk-Based Regulation in Media Markets", in: *The Journal of Media Law*, Vol. 2, Issue 1.
- DAL ZOTTO Cinzia (2005), "Human Resource Leadership in highly dynamic environments: Theoretically based analysis of 3 publishing companies", in: *Journal of Media Business Studies*, Fall.
- DAL ZOTTO Cinzia (2005), "Venture Firms' Knowledge Transfer", in: *Iniziativa Empreendedora*, Nr. 46 enero-febrero-marzo.
- DAL ZOTTO Cinzia (2004), "Personalmanagementaufgaben – Besonderheiten des Personalmanagements in Medienunternehmen", in: Scholz Christian (Ed.), *Handbuch Medienmanagement*, Springer Verlag.
- DAL ZOTTO Cinzia (2004), "Survival versus high growth strategies: implications for the management of young firms' growth in the media sector", in: *Best Paper Book of the Interdisciplinary European conference on Entrepreneurship Research (IECER)* – Regensburg, February 18-20.
- DAL ZOTTO Cinzia and DRUMM Hans J. (2004), "Risikoanalyse als Grundlage der Corporate Governance", in: *Unternehmensrechnung – Konzeptionen und praktische Umsetzung*. Stephan Göbel/Bernhard Heni (Ed.), Springer Verlag.
- DAL ZOTTO Cinzia and DRUMM Hans J. (2003), "Italienische Soziokultur als intervenierende Variable bei Wahl und Nutzung von Organisationsstrukturen in internationalen Unternehmungen", in: *Management in multinationalen Unternehmungen*. Dirk Holtbrügge (Ed.), Springer Verlag, Berlin.
- DAL ZOTTO Cinzia and DOWLING Michael (2002), "Venture Capital Investitionen in Neugründungen der Telekommunikationsbranche: Erfahrungen aus der geplatzten "Blase" in den U.S.A.", in: *Innovationsmanagement in Medienunternehmen*. Frank Habann (Ed.), Gabler Verlag, Wiesbaden.
- DAL ZOTTO Cinzia (2000), "Integrierte Personal- und Organisationsentwicklung als mediengestützter Prozess", in: *Zeitschrift Führung + Organisation*, Heft 3 Mai/Juni, pp. 148-153.
- DAL ZOTTO Cinzia (1999), "On line è meglio. Le banche degli altri: Germania", in: *Fabi, La voce dei Bancari*, Nr. 2, Aprile.
- DAL ZOTTO Cinzia (1999), "Phone Banking alla tedesca", in: *Azienda Banca - tecnologie innovative, strumenti di marketing, modelli organizzativi*, Nr. 4, Aprile.

## Policy papers/reports

- DAL ZOTTO Cinzia and SACCO Vittoria (2015). Market Structure and Innovation Policies in Italy. In: van Kranenburg, H. (Ed.): *A European comparison of innovation policies to trigger innovation in journalism and news media*, Nijmegen: Radboud University.
- DAL ZOTTO Cinzia and SCHENKER Yoann (2015). Market Structure and Innovation Policies in Switzerland. In: van Kranenburg, H. (Ed.): *A European comparison of innovation policies to trigger innovation in journalism and news media*, Nijmegen: Radboud University.
- DAL ZOTTO Cinzia, STANOEVSKA-SLABEVA Katarina and GIARDINA Marco (2012). Participatory Media, Journalism and Communication: Changing Values, Roles and Business Models. Swiss Association of Communication and Media Research Conference Proceedings, Neuchâtel: University of Neuchâtel.
- DAL ZOTTO Cinzia, MEIER Werner A., LEONARZ Martina and PRARIO Benedetta (2011), "Pluralismus und Vielfalt in Regionalzeitungen. Auswirkungen von Medienkonzentration und Medienkrise auf die Lokalberichterstattung in ausgewählten Regionen in der Schweiz", Zurich: University of Zurich, University of Neuchâtel, Università della Svizzera Italiana.

- DAL ZOTTO Cinzia and KAUFMANN Vincent (2011), "Etat des Lieux du Journalism Culturel Suisse. Neuchâtel", St. Gallen: University of Neuchâtel/AJM, University of St. Gallen/MCM.
- DAL ZOTTO Cinzia, VALCKE Peggy, PICARD Robert G., SÜKÖSD Miklos and SANDERS Jo (2009), "Indicators for Media Pluralism in the Member States - Towards a risk-based Approach", Final Report, Leuven: K.U. Leuven/ICRI, Jönköping International Business School/MMTC, Central European University/CMCS, Ernst&Young Belgium.
- DAL ZOTTO Cinzia, VALCKE Peggy, PICARD Robert G., SÜKÖSD Miklos and SANDERS Jo (2009), "Indicators for Media Pluralism in the Member States - Towards a risk-based Approach", Final Report - Annex I, User Guide, Leuven: K.U. Leuven/ICRI, Jönköping International Business School/MMTC, Central European University/CMCS, Ernst&Young Belgium.
- DAL ZOTTO Cinzia and PICARD Robert (2006), Business Models for Newspaper Publishing Companies, Ifra Report No.1, "Where news?", Darmstadt: WAN-IFRA.
- DAL ZOTTO Cinzia (1997), "Weiterentwicklungen der lernenden Organisation. Regensburg", in: Moderne Organisationsstrukturen und ihre personalwirtschaftlichen Implikationen, H. J. Drumm (Ed.). Regensburger Diskussionsbeiträge zur Wirtschaftswissenschaft, Nr. 302. Regensburg, pp. 53-70.

### **Work in progress and working papers**

- DAL ZOTTO Cinzia, PRARIO Benedetta and SPOLAOR Giulia (2018), "The role of knowledge transfer within transnational media firms", working paper.
- HAMMAMI Aicha and DAL ZOTTO Cinzia (2017), "HRM as critical factor for the success of FDI in the telecommunications and media sector in Africa", working paper.
- DAL ZOTTO Cinzia and SPOLAOR Giulia (2017), "International Diversification Strategies in Transnational Media Companies: The Role of Human Resource Management.
- DAL ZOTTO Cinzia and SCHENKER Yoann (2017), "Le data journalisme en Suisse : Etat des lieux et regard des pratiquants sur leur activité", working paper.
- DAL ZOTTO Cinzia and SCHENKER Yoann (2016), " Le gatekeeping à l'ère du data journalisme. Ou comment la pratique du data journalisme influence le processus de choix et de création des articles", working paper.
- DAL ZOTTO Cinzia and ADISSA Jules (2016), "The role of human resource management within media firms: The case of Benin", working paper.

### **Refereed conference contributions**

Congress of the Swiss Sociological Association – Neuchâtel 10-12, 2019

"Digital transformation in organizations: How to steer the impact of new technologies on organizations and employment relations?"

7<sup>th</sup> European Communication Conference (ECC) – Lugano, October 31-November 3, 2018

"The role of knowledge transfer within transnational media firms", with Benedetta Prario and Giulia Spolaor.

13<sup>th</sup> World Media Economics and Management Conference (WMEC) – Cape Town, May 6-9, 2018

"International human resource management practices as critical factor of western FDI success: The case of the African mobile telecommunications sector", with Aicha Hammami.

Information and Communication Technologies in Organizations and Society (ICTO) – Paris, March 22-23, 2018

"The relation between FDI and Growth from a Human Resource Management Perspective: The case of Sub-Saharan Africa", with Aicha Hammami.

Workshop "Telecommunication Politics in Authoritarian Contexts" – University of St. Gallen, May 9-10, 2017

"The FDI-Economic Growth Nexus from a Human Resource Management Perspective: The case of the ICT sector in Sub-Saharan Africa", with Aicha Hammami.

Information and Communication Technologies in Organizations and Society (ICTO) – Paris, March 16-17, 2017

“Le rôle du leadership dans la transformation digitale : le cas du secteur pharmaceutique”, with Evgeniya Kolpakova and Alexiane Gerber. Winner of the Best Paper Award.

12<sup>th</sup> World Media Economics and Management Conference (WMEC) – New York, May 2-6, 2016

“Media firms and innovation challenges: The role of human resource management”, with Jules Adissa.

Information and Communication Technologies in Organizations and Society (ICTO) – Paris, March 3-4, 2016

“Luxury website design: Are luxury dimensions transferable online?”, with Evgeniya Kolpakova.

European Conference on Information Systems (ECIS) – Münster, May 27-29, 2015

“Data journalism in news media firms: The role of information technology to master challenges and embrace opportunities of data-driven journalism projects”, with Yoann Schenker and Artur Lugmayr.

European Media Management Education Association (EMMA) International Conference – Tallin, June 12-13, 2014

“New business models within news media organizations: Start-ups dreaming quality journalism”, with Vittoria Sacco and Giulia Spolaor (abstract acceptance)

European Media Management Education Association (EMMA) International Conference – Tallin, June 12-13, 2014

“Data Journalism and human resource management challenges” (abstract acceptance)

11<sup>th</sup> World Media Economics and Management Conference (WMEC) – Rio de Janeiro, May 12-16, 2014

“The role of knowledge transfer and human resource management for international diversification strategies in transnational media firms”, with Giulia Spolaor.

European Media Management Education Association (EMMA) International Conference – Bournemouth, June 13-14, 2013

“Convergent Divergence - Cross-Disciplinary Viewpoint on Media Convergence” with A. Lugmayr and G.F. Lowe

IMMAA Conference, Lisbon, May 2013

“New Business Models Within News Media Organizations: The case of Switzerland” with Giulia Spolaor and Vittoria Sacco.

4<sup>me</sup> Atelier Radiophonique Romand – Neuchâtel, 1. February, 2013

“La Radio et les Jeunes” with Stéphane Matteo and Claude Jeanrenaud.

Swiss Association of Communication and Media Research (SACM) Conference – Neuchâtel, April 20-21, 2012

“Herausforderungen von Verlagsunternehmen: Das Personal als Schlüsselfaktor zur Entwicklung Partizipatorischer Geschäftsmodelle”.

European Media Management Education Association (EMMA) International Conference – Budapest, February 10-11, 2012

“Brand alliances between firms and employees in the media industry: The case of co-branding”, with Stéphane Matteo.

International Conference for Media Brand Management - Vienna, Austria, September 23-24, 2011

“Corporate branding of public radio television through social media: The case of RTS”, with Stéphane Matteo and Giulia Spolaor.

European Media Management Education Association (EMMA) International Conference – Moscow, June 10-11, 2011

“Managing Media Convergence: An Economic and Editorial Project”, with Jérôme Galichet, Radio Télévision Suisse and Artur Lugmayr, University of Tampere, Finland

The Interdisciplinary European conference on Entrepreneurship Research (IECER) Conference – Regensburg, March 10-12, 2010

“University Spin Offs: Experiences from Switzerland”, with Clement Charles.

European Media Management Education Association (EMMA) International Conference – Paris, February 5-6, 2010

“T-Commerce as revenue stream for Television”, with Clement Charles.

27<sup>th</sup> International Association for Media and Communication Research (AIMCR) – National Autonomous University of Mexico, July 21-24, 2009

"The European Media Pluralism Monitor: a holistic and risk based approach towards measuring media pluralism in the 21<sup>st</sup> century media landscape", with Peggy Valcke, Robert Picard, Miklos Sükösd, Beata Klimkiewicz, Brankica Petkovic

Workshop on Competition Policy and Regulation in Media Markets – Tilburg University, the Netherlands, June 4-5, 2009  
"The European Media Pluralism Monitor", with Peggy Valcke, Robert Picard, Miklos Sükösd, Beata Klimkiewicz, Brankica Petkovic

European Media Management Education Association (EMMA) International Conference – Paris, February 13-14, 2009  
"Opportunities and Challenges for a High Quality Journalism in a context of increasing Economic and Technological Change", with Benedetta Prario.

IFSAM 9<sup>th</sup> World Congress – Shanghai, China, July 26-28, 2008  
"Human Resource Management as Entrepreneurial Tool?", with Veronica Gustavsson.

33<sup>rd</sup> European International Business Academy (EIBA) Conference – Catania, December 13-15, 2007 "Innovation through External Sourcing Activities: An Overview of Major Trends and Patterns of Telecommunications Service Providers Industry", with Hans van Kranenburg, Jaqueline Pennings, John Hagedoorn.

The Future of Newspapers Conference – Cardiff Centre for Journalism, Media and Cultural Studies, September 12-13, 2007  
"Business Models for Innovation oriented Newspaper Publishers"

4<sup>th</sup> AGSE International Entrepreneurship Research Exchange – Brisbane, February 6-9, 2007  
"Knowledge transfer within entrepreneurial networks: The power of motivation and fair leadership", with Stephen Cohen (the paper was accepted, my co-author and I could not participate at the conference though).

MMTC International Workshop on Consuming Audiences – Copenhagen, October 20-21, 2006  
"Approaches to theories in internal and external media management: An outsider's look behind the curtain", with Hans Jürgen Drumm.

MMTC International Workshop on Consuming Audiences – Copenhagen, September 29-30, 2006  
"Audience Targeting and the Symbolic Value of Media Products", with Davide Ravasi.

Efmd 36<sup>th</sup> Entrepreneurship, Innovation and Small Business Conference (EISB) – Southampton, United Kingdom, September 6-8, 2006  
"Entrepreneurship Education and the Newspaper Business", with Robert Picard.

European Group for Organizational Studies (EGOS) Conference – Bergen, July 6-8, 2006  
"The interplay between corporate social responsibility, publicity and media management"

7<sup>th</sup> World Media Economics conference – Beijing, May 15-19, 2006  
"The Global Media Firm: towards a transnational virtual media organization?"  
With Benedetta Prario.

18<sup>th</sup> Scandinavian Academy of Management (NFF) Conference, Aarhus – Denmark, August 15-17, 2005  
„Changing firm boundaries and virtual entrepreneurship: The case of the virtual media organization“, with Benedetta Prario

European Group for Organizational Studies (EGOS) Conference – Berlin, June 30-July 2, 2005  
"Unlocking vertical integration in the media industry: The power of innovative new firms over global incumbents"

Tagung der Kommission Personal im Verband der deutschen Hochschullehrer –  
Konstanz, 24-25 September 2004  
„Erwerbswirtschaftlicher Prinzip, unternehmerische Sozialverantwortung und Publizität im Spannungsfeld zwischen Wertschöpfungs- und Medienmanagement“

Efmd 34<sup>th</sup> EISB Conference (Entrepreneurship, Innovation and Small Business Conference) – Turku, Finland, September 8-10, 2004

“Knowledge Transfer through entrepreneurial networks, mergers and acquisitions: is this a path to turn firm growth into successful aging? The case of Cisco Systems”, with Marco Nicosia

European Group for Organizational Studies (EGOS) Conference – Ljubljana, July 1-3, 2004

“Leadership in highly dynamic environments. A case study supported theoretical analysis of the media industry”

The Interdisciplinary European conference on Entrepreneurship Research (IECER) Conference – Regensburg, February 18-20, 2004

“Survival versus high growth strategies: A fundamental analysis and deduced implications”

“Managing in the Global Information Economy” Conference, Anderson School, UCLA, Los Angeles – USA, September 12-13, 2003

“Current Research on Absorptive Capacity and Information Management”, with Stephen S. Cohen

Efmd 33rd EISB Conference, Milan – Italy, September 11-12, 2003

“Survival, risk reduction and high growth strategies: Two case studies from the media sector and deduced implications for the management of young firms' growth”, with Michael Dowling

17th Scandinavian Academy of Management (NFF) Conference, Reykjavik – Iceland, August 14-16, 2003

„On the compatibility of growth strategies in young firms: the media industry case“

DRUID's Summer 2003 Conference, Copenhagen – Denmark, June 12-14, 2003

„Absorptive capacity and knowledge transfer between Venture Capital firms and their portfolio companies“

Tagung der Kommission Organisation im Verband der deutschen Hochschullehrer, Zürich 1999

„Medieneinsatz für Organisations- und Personalentwicklung: Neue Wege, Hoffnungen und Grenzen“

## **Conference Contributions as Invited Speaker**

9th Conference of the Research & Strategic Studies Center of the Lebanese Armed Forces on Artificial Intelligence in Security and Defence, Beirut – March 26-29, 2019

“Digital transformation in organizations : The impact of new technologies on working processes and employment relations”

Paneliste au Colloque académique sur la “Liberté d'expression et nouvelles technologies d'information”, organisé par les professeur(e)s Micheline Calmy-Rey et Nicolas Levrat, Université de Genève – 13/16 novembre 2018.

Guest lecture within the course “Globalisierung und Multinationale Unternehmen”, University of Zurich – March 21, 2018

“Globalisierung Medien und Neue Kommunikationstechnologien”

Professional workshop on Power Dynamics in Business, Vicario Consulting SA, Lausanne – September 21, 2017

“Leadership and Power: New paradigms, new concepts”

Guest lecture within the course “Globalisierung und Multinationale Unternehmen”, University of Zurich – March 29, 2017

“Globalization, Digitalization and the Media”

International Workshop on Business Journalism, Tsinghua University, Beijing – May 27, 2016

“Managing Media Distribution Channels: The Transmission of Economic Information”

Brückenschlag Tagung, Solothurn – April 26, 2013

„Kritikunfähige Medien? Praxisfremde Wissenschaft? Journalismus und Medienforschung im Dialog“,

<http://www.kleinreport.ch/events/brueckenschlag-tagung-zum-thema-journalismus-und-medienforschung-73708.html>

Mindtrek 2010 Conference, Tampere, Finland – 6-8 October, 2010

“Innovation enhancing human resource management within media firms”, Key Note Speaker

Séminaire « *La fin du consommateur passif ? La place du consommateur dans la cocréation de la valeur économique* ». Institut de Sociologie, Faculté des Lettres et Sciences Humaines, Université de Neuchâtel, 1 Octobre 2010  
“La professionnalisation de la gestion des médias en tant que Business Angel des journaux”

MMTC Conference on The Business of Emerging Media: Research and Practices, at its branch at Tsinghua University in Beijing, China – April 21-23, 2010  
“New Media Management”

Federal Office of Communication, Biel, Switzerland – November 18, 2009  
“Media Economics and Management: An Introduction”

IFRA Sweden, Annual Meeting, Stockholm – January 30-31, 2007  
“Business Models for Newspaper Publishers: Trends and Projections”

IFRA European Committee Meeting, Paris – October 26-27, 2006  
“Is there Life beyond the Print Newspaper? Preparing for the Multi-product Future of Newspapers”, with Robert Picard.

IFRA International Conference on Business Models for Newspaper Publishers, Frankfurt am Main –October 23-24, 2006  
“Status Quo and Trends in Newspaper Publishing Houses Worldwide”, with Robert Picard.

Interdisciplinary Workshop on innovation and R&D in media firms – MMTC, Jönköping International Business School, and Wissenschaftszentrum für Internationalen Journalismus, Universität Dortmund – January 23-25, 2004  
“Application of innovation management theories and strategies to media firms”

BRIE/OECD/Caisse de Depots Conference on Venture Financing and Regionalized Development, Paris – June 19, 2002  
„History and Location in the Venture Capital Industry“, with Martin Kenney  
„Venture Capital and Local Economic Development“, with Stephen S. Cohen

EXIST-Partner-Workshop zum Thema “IT & Entrepreneurship – Trends of the Future” mit Accenture, Sofia Antipolis – Frankreich, March 2001  
“Software Development: Closed versus Open Source Software”, with Karsten Hoppe, Christian Lendner, Anna Möhle, Johannes Nührenberger.

## Conference Organization (personally organized)

Café Scientifique: “**Obsolescence programmée... à disparaître?**”, University of Neuchâtel, April 10, 2019  
<https://www2.unine.ch/cafescientifique/2015>

**Ownership Structures and Managerial Challenges in the African Media and Telecommunications Sectors**, University of Neuchâtel, November 8-9, 2018 (funded by SNIS and FNS)  
<http://www.unine.ch/africamedia>

Track on “Digital Media at the Intersection between Information Technology and Media Management” at the **European Conference on Information Systems**, Istanbul – Turkey, June 12-15, 2016 (organized with Artur Lugmayr and Thomas Hess), <http://www.ecis2016.eu/en/TRACKS.html>

**News Media Development and Sustainability in Africa**, University of Neuchâtel with Fondation Hironnelle, October 22-23, 2015, <http://www2.unine.ch/africamedia>

Track on “Media Management and Information Systems” at the **European Conference on Information Systems**, Münster – Germany, May 26-29, 2015 (organized with Artur Lugmayr and Robert G. Picard), <http://www.ecis2015.eu/participation/list-tracks/28-media-management-and-information-systems>

Café Scientifique: “**Réseaux sociaux: la pub sans foi ni loi**”, University of Neuchâtel, May 20, 2015  
<https://www2.unine.ch/cafescientifique/2015>

6me Atelier Radiophonique Romand “**Regarder la Radio?**”, February 6, 2015 (organized with Annik Dubied, Radio Television Suisse and Radios Régionales Romandes), <http://araro.ch/2015/>

**L’Uniformisation, une fatalité journalistique?** UniNE, December 12 2014, <http://www2.unine.ch/ajm/page-42876.html>

5me Atelier Radiophonique Romand “**Radio: Label de qualité?**”, February 7, 2014 (organized with Radio Television Suisse and Radios Régionales Romandes), <http://araro.ch/2014/index.html>

**Fighting for Transparency: Lost battle or mission to accomplish?** May 24, 2013  
<http://www2.unine.ch/ajm/evenements/fighting-for-transparency>

4me Atelier Radiophonique Romand “**La Radio et les Jeunes**”, February 1, 2013 (organized with Claude Jeanrenaud, Radio Television Suisse and Radios Régionales Romandes), <http://araro.ch/2013/index.html>

**Les nouvelles migrations: défis et nécessités**, University of Neuchâtel, November 15, 2012 (organized with Bashkim Iseni),

**100 Anniversary of the Neuchâtel Association of Journalists**, Neuchâtel, August 25, 2012 (organized with Neuchâtel Journalists’ Association),  
[https://www2.unine.ch/files/content/sites/ajm/files/shared/Centenaire\\_ANJ\\_D%C3%A9bat\\_25082012\\_Program.pdf](https://www2.unine.ch/files/content/sites/ajm/files/shared/Centenaire_ANJ_D%C3%A9bat_25082012_Program.pdf)

**Annual Conference of the Swiss Association of Communication and Media Research**, University of Neuchâtel, April 20-21, 2012 (organized with Katarina Stanoevska)

3me Atelier Radiophonique Romand “**Radio et réseaux sociaux**”, University of Neuchâtel, February 3, 2012 (organized with Radio Television Suisse and Radios Régionales Romandes), <http://araro.ch/2012/index.html>

International workshop on “**Media Interactivity: economics and managerial issues**”, with the Media management and Transformation Centre (JIBS, Sweden), University of Neuchâtel, October 30-31, 2009 (organized with Robert G. Picard),  
<http://www2.unine.ch/ajm/page-42880.html>

International workshop on “**Advances in Audience and Consumer Measurement**”, University of Miami, School of Communication, March 26-29, 2009 (organized with Robert G. Picard and Walter McDowell)

International workshop on “**Media Brands: Their Management, Effects, and Social Implications**”, Jönköping International Business School, Sweden, September 20-22, 2007 (organized with Robert G. Picard)

International Workshop on “**Organizing Media: Influences on and Implications of Company Architecture**”, Jönköping International Business School, Sweden, October 20-21, 2006 (organized with Robert G. Picard)

International Workshop on “**Consuming Audiences**”, Jönköping International Business School, Sweden, September 29-30, 2006 (organized with Robert G. Picard)

International workshop on “**Entrepreneurship and Media**”, Jönköping International Business School, Sweden, March 30, 2006 (organized with Robert G. Picard)

London professional briefing on “**Current issues and trends on the financing of media companies**”, April 28-29, 2005 (organized with Robert G. Picard)

International workshop on “**New Economy Comes of Age: Growth and Dynamics of Maturing New Media Companies**”, Jönköping International Business School, Sweden, November 12-13, 2004 (organized with Robert G. Picard)

## Research Grants

**Swiss Network for International Studies**, *Telecommunications Politics in Authoritarian Developing Countries - Development, Control and Ownership in the African Information and Communications Technology Sector*, Co-coordinator with Tina Freyburg, 2016-2018 (CHF 250'000.-)

**Swiss National Science Foundation**, Sinergia, *The interplay between media industry transformation and social communication technology*, Direction of Sub-project B: The fall and the rise of business models in news media organizations, 2011-2014 (CHF 150'000.-)

**Swiss Federal Office of Culture**, *Cultural journalism in Switzerland*, Co-Direction with Vincent Kaufmann, University of St. Gallen, 2011-2012 (CHF 100'000.-)

**Swiss Federal Office of Communication**, *Effects of media concentration and media crisis on the diversity of opinion in selected regions of Switzerland*, with the University of Zurich and the University of Lugano, 2010 (CHF 110'000.-)

**European Commission, Directorate General Information Society and Media**, *Indicators for media pluralism in the member states – towards a risk based approach*, co-investigator with University of Leuven as coordinating Institution (EUR 500.000.-)

**WAN-IFRA association**, “Where NEWS?” Initiative, *Business Models of Newspaper Publishing Companies*, Co-Direction with Robert Picard, 2005-2006 (EUR 50'000.-)

**German Ministry of Education and Research**, EXIST-High Technology Entrepreneurship Postgraduate Program, Full Post-doc scholarship, 2000-2003 (EUR 100'000.-)

## Teaching activities

### University of Neuchâtel, Switzerland (Professor)

2018-present *Human Resource Management and Leadership*, MSc in General Management  
2018-present *Culture, Human Resources and International Firms*, MSc in International Business Development  
2016-present *Organizational Behavior*, Bachelor in Economics & Business  
2010-present *Human Resource Management*, Bachelor in Economics & Business  
2017-2018 *Performance Evaluation and Human Capital Development*, Bachelor in Economics & Business  
2016-2018 *Diversity and Inclusion Management*, Bachelor in Economics & Business  
2016-2018 *Challenges of International HRM*, MSc in International Business Development  
2014-2015 *Strategic Media Management*, Master of Arts in Journalism  
2011-2015 *Business Journalism*, Master of Arts in Journalism  
2009-2015 *Media Strategy and Leadership*, Master of Arts in Journalism  
2009-2015 *Media Marketing and Advertising*, Master of Arts in Journalism  
2009-2015 *Introduction to Economics*, Master of Arts in Journalism  
2009-2014 *Media Industry Management*, Master of Arts in Journalism  
2009-2011 *Economics and Regulation of Media*, Master of Arts in Journalism

### Tsinghua University, Beijing, China (Visiting Professor)

2016 *Managerial Challenges of Business Model Innovation*, seminar

### International Telematics University UNINETTUNO, Rome, Italy (Visiting Professor)

2015 *ICT for Network Organizations*, full online video course

### University of Passau, Faculty of Management, Germany (Visiting Professor)

2009-2011 *Media Management*, Full course

### University of Lugano, Faculty of Communication Sciences, Switzerland (Visiting Professor)

2009 *Media Management*, Lectures

### University of Johannesburg, Faculty of Management, South Africa (Visiting Professor)

2007 *Intrapreneurship Seminar*

### University of Westminster, School of Media, Arts and Design, UK (Visiting Professor)

2006-2007 *Strategy and Organization*, course module

**Mudra Institute of Communications**, Ahmedabad, India (Visiting Professor)

2005 *Entrepreneurship Seminar*

**Jönköping International Business School, Sweden** (Assistant Professor)

2004-2008 *Organization and Leadership, Strategy and technology, Entrepreneurship and Business Planning*,  
Master courses

**Université de Toulouse**, Ecole Supérieure de Commerce, France (Visiting Professor)

2004 *Strategic Management*, Lectures

**Free University of Bolzano**, School of Economics and Management, Italy (Adjunct Professor)

2001-2003 *Strategy*, Full course

**Deutsche Bahn**, Regensburg, Germany

2000-2003 *Organizational Development*, Executive Training Seminars

1999-2000 Post Graduate Program on Enterprise Innovation (MII), Trento (I)

### **Supervision of Doctoral Thesis**

2017-present Hatem Gabssi, *The human resource management challenges of digital transformation within firms*,  
University of Neuchâtel

2016-present Yosr Ben Romdhane, *Performance evaluation: Critical factors for the success of human capital  
development*, University of Neuchâtel

2016-present Aicha Hammami, *HRM as critical success factor of FDI in media and telecommunications firms in African  
countries*, University of Neuchâtel

2014-present Evgeniya Kolpakova, *Digital Transformation and Leadership Challenges*, University of Neuchâtel

2014-present Yoann Schenker, *Les Défis du Data Journalisme*, University of Neuchâtel

2011 (awarded) Vittoria Sacco, *Global crisis communication: social media challenges and opportunities for journalists*,  
University of Neuchâtel, Co-direction with Diana Bossio of the Swinburne University in Australia

2010 (awarded) Giulia Spolaor, *Managing Transnational Media Firms: The role of Advertising, Branding and Key  
Resources*, University of Neuchâtel (in final stage)

2009 (awarded) Clement Charles, *La Transition nécessaire des Entreprises de Médias vers des Processus  
Organisationnels Flexibles pour Maitriser les Dynamiques du Marché*, University of Neuchâtel (thesis  
discussed on April 17, 2018)

### **PhD external examiner**

University of Geneva; Alpen-Adria University, Klagenfurt.

## **Professional Activities**

### **Member of the Executive Board**

Information and Communication Technology in Organizations and Society (ICTO), since 2016

Swiss Association of Communication and Media Research (SACM), 2009-2016

European Media Management Education Association (EMMA), from 2007-2009

**Member of the Public Council of SWI swissinfo.ch**, the international service of the Swiss Broadcasting Corporation.

**Member of the Scientific Board** of the Berlin University of Digital Sciences

### **Member of Associations**

European Media Management Education Association (EMMA)

Schweizerische Gesellschaft für Kommunikations- und Medienwissenschaft (SGKM)

Verband der Hochschullehrer für Betriebswirtschaft e.V.  
European Group for Organizational Studies (EGOS)

**Grant referee**

Swiss National Fond for Academic Research  
Norway Research Council

**Journal referee**

JMM – The International Journal on Media Management  
JOMBS – Journal of Media Business Studies  
Studies in Communication Sciences – Journal of the Swiss Communication and Media Research Association  
Routledge – Business, Management and Accounting section

**Conference referee**

EMMA – European Education and Media Management Association  
ECIS – European Conference on Information Systems  
Workshop Organisation – Verband der Hochschullehrer für Betriebswirtschaft e.V.  
SGKM – Schweizerische Gesellschaft für Kommunikations- und Medienwissenschaft  
AoM – Academy of Management Conference  
Egos – European Group of Organization Studies

**Professional HRM consultant**, Vicario Consulting, Lausanne – since 2016

## Awards and Scholarships

OBAG Best PhD Dissertation Award, 2001  
One full year Erasmus Scholarship, 1992-1993  
University Merit Scholarship of the Catholic University (I.S.U.), Milan (I), 1989-1992

## Languages

Italian (Mother tongue); English, French and German (All fluent); Spanish (school level)