

Marlon ALVES

Assistant Professor

Academy: Innovation

Research center: Knowledge, Technology and Organization

Campus: Paris

Email: marlon.alves@skema.edu

Teaching interests

Creativity, Decision-making, Heavy Industry, Innovation, Metallurgy, Online platforms, Team work

Education

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| 2019 | Ph.D. in Business Administration, Universidade de São Paulo, Brazil |
| 2015 | M.Sc. in Business Administration, Universidade de São Paulo, Brazil |
| 2013 | B.Sc. (Hons) in Administration, Universidade de São Paulo, Brazil |

Experience

Full-time academic positions

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| Since 2022 | Assistant Professor, SKEMA Business School, France |
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Other academic affiliations and appointments

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| Since 2024 | Lecturer, University of Sao Paulo, Brazil |
| Since 2023 | Lecturer, CDM-EPFL, Switzerland |
| 2019 - 2024 | Visiting Professor, Universidade de São Paulo, Brazil |
| 2021 - 2022 | Associate Professor, Federal Institute of Education, Science and Technology, Brazil |
| 2017 - 2020 | Assistant Professor, Federal Institute of Education, Science and Technology, Brazil |

Other professional experiences

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| 2009 - 2015 | Product Manager, Brazil |
| 2008 - 2009 | Supply Chain Analyst, Brazil |

Research grants, Awards and Honors

Awards and Honors

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| 2021 | Best Paper Proceedings, STR Division, Academy of Management (AOM) |
| 2020 | Most cited paper, Innovation & Management Review |
| 2020 | Best Ph.D. dissertation, Universidade de São Paulo |
| 2019 | Best paper in Strategy, Brazilian Academy of Management |
| 2018 | Emerald Literati Awards - Highly Commended |
| 2017 | Top 1% academic performance in the 25 years of the school, Universidade de São Paulo |
| 2013 | Best student, Universidade de São Paulo |

Research Grants

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| 2017 | Research fellowship - Bocconi University, CAPES - Brazilian Federal Agency for Support and Evaluation of Graduate Education |
| 2015 | Graduate fellowship, CAPES - Brazilian Federal Agency for Support and Evaluation of Graduate Education |

Publications

Peer-reviewed journal articles

- ALVES, M., MARCHIORI PACHECO, L. and VASCONCELOS RIBEIRO GALINA, S. (2025). Balancing exploration and exploitation across boundaries: Evidence from new product development. *BRQ Business Research Quarterly*, 28(164-179).
- CHAMBERS, C., ALVES, M. and ACEVES, P. (2025). Learning from Inconsistent Performance Feedback. *Organization Science*, 36(4), pp. 1221-1642, iii-iv.
- KRÜGER, C., ALVES, M., MENDES PINTO GOMES FERREIRA, C., GUILHERME DÁCAR DA SILVA SCORZAFAVE, L., SOUZA PASSADOR, C. and CRISTINA FERREIRA CALDANA, A. (2024). Impact evaluation of the Brazilian Integrated Border Health System. *Public Money and Management*, 44(5), pp. 407-417.
- ALVES, M., VASTOLA, V., VASCONCELOS RIBEIRO GALINA, S. and ZOLLO, M. (2023). When Reflection Hurts: The Effect of Cognitive Processing Types on Organizational Adaptation to Discontinuous Change. *Organization Science*, 34(6), pp. 1997-2525, C2-C3.
- BARTOCCI LIBONI, L., ALVES, M., CEZARINO, L.O., CHIAPPETTA JABBOUR, C.J. and VENKATESH, V.G. (2023). Translating the environmental orientation of firms into sustainable outcomes: the role of sustainable dynamic capability. *Review of Managerial Science*, 17, pp. 1125-1146.
- CRISTINA FERREIRA CALDANA, A., MARCHIORI PACHECO, L., ALVES, M., HENRIQUE PAULINO PIRES EUSTACHIO, J. and BASTOS FERNANDES DOS SANTOS, N.M. (2022). Strategy implementation for the 2030 agenda: Insights from Brazilian companies. *Business Ethics, the Environment and Responsibility*, 31(2), pp. 296-306.
- MACINI, N., ALVES, M., ORANGES CEZARINO, L., BARTOCCI LIBONI, L. and CRISTINA FERREIRA CALDANA, A. (2022). Beyond money and reputation: sustainable HRM in Brazilian banks. *Employee Relations*, 44(3), pp. 702-728.
- ALVES, M. and VASCONCELOS RIBEIRO GALINA, S. (2022). Not all roads lead to Rome: non-equifinality in dynamic capabilities and process configuration. *International Studies of Management and Organization*, 52(2), pp. 121-137.
- VICENTIN, F.O.D.P., VASCONCELOS RIBEIRO GALINA, S., ALVES, M. and BACKX NORONHA VIANA, A. (2021). Asymmetric effects of alliance intensity on absorptive capacity: the differences between potential and realized capacities. *Journal of Small Business and Enterprise Development*, 28(5), pp. 788-804.
- ALVES, M. and GALINA, S.V.R. (2020). Measuring dynamic absorptive capacity in national innovation surveys. *Management Decision*, 59(2), pp. 463-477.
- ALVES, M., REZENDE, L.A., BANSI, A.C. and VASCONCELOS RIBEIRO GALINA, S. (2019). Take Your Time: Examining When Green Innovation Affects Financial Performance in Multinationals. *Journal of Cleaner Production*, 233(1), pp. 993-1003.
- ALVES, M., ORANGES CEZARINO, L., FERREIRA CALDANA, A.C. and BARTOCCI LIBONI, L. (2019). Dynamic capabilities for sustainability: revealing the systemic key factors. *Systemic Practice and Action Research*, 32, pp. 93-112.
- ALVES, M., LINARES, I.M.P., TRISTAO, R.L. and AMARAL, D.C. (2019). Adherence between project management practices and environmental critical factors in biotechnology companies. *Independent Journal of Management & Production*, 26(2), pp. 1-17.
- PACHECO, L.M., ALVES, M., KRÜGER, C., LOURENÇÃO, M.T.D.A. and CALDANA, A.C.F. (2018). Are we all green? Understanding the microfoundations of corporate citizenship. *Journal of Cleaner Production*, 195, pp. 552-561.
- PACHECO, L.M., ALVES, M. and LIBONI, L.B. (2018). Green absorptive capacity: A mediation-moderation model of knowledge for innovation. *Business Strategy and the Environment*, 27(8), pp. 1502-1513.

ALVES, M., VASCONCELOS RIBEIRO GALINA, S. and DOBELIN, S. (2018). Literature on organizational innovation: past and future. *Innovation & Management Review*, 15(1), pp. 2-19.

FERREIRA QUILICE, T., ORANGES CEZARINO, L., ALVES, M., BARTOCCI LIBONI, L. and FERREIRA CALDANA, A.C. (2018). Positive and negative aspects of GRI reporting as perceived by Brazilian organizations. *Environmental Quality Management*, 27(3), pp. 19-30.

ALVES, M., GALINA, S.V.R., MACINI, N., CAGICA CARVALHO, L. and COSTA, T. (2017). Internationalization and innovation in nascent companies: does gender matter? *Journal of Small Business and Enterprise Development*, 24(4), pp. 887-905.

SOUZA, A.A.A., ALVES, M., MACINI, N., CEZARINO, L.O. and LIBONI, L.B. (2017). Resilience for sustainability as an eco-capability. *International Journal of Climate Change Strategies and Management*, 9(5), pp. 581-599.

ALVES, M., SALVINI, J.T.S., BANSI, A.C., NETO, E.G. and GALINA, S.V.R. (2016). Does the Size Matter for Dynamics Capabilities?: A Study on Absorptive Capacity. *Journal of Technology Management & Innovation*, 11(3), pp. 84-93.

Conference proceedings

ALVES, M. and VASTOLA, V. (2022). A Word to the Wise: A Socio-Cognitive View of Knowledge-Sharing Behavior. *Academy of Management Proceedings*, 2022(1), pp. 1.

Keynote speaker

ALVES, M. (2022). Reaching the academic international market from South America. In: STR PDW South America. Online.

Conference presentations

ALVES, M. (2025). Examining when crowds are insufficient yet instrumental for individual problem-solving. In: Fourth Bocconi Assembly for Innovation and Cooperation. Milan.

ALVES, M. (2024). On the origins of strategic distinctiveness: the role of CEO cognitive processing style. In: Strategic Management Society Annual Conference. Istanbul.

ALVES, M. (2024). Examining when crowds are insufficient yet instrumental for individual problem-solving. In: DRUID24 Conference. Nice.

ALVES, M. (2024). Learning from Ambiguous Performance Feedback. In: Crossing Bridges: New Horizons for Behavioral Strategy. Paris.

ALVES, M. (2023). Middle-Status Myopia: Large Scale Evidence across 150 Knowledge Domains. In: DRUID23 Conference. Lisbon.

ALVES, M. (2023). Investigating the Differential Effects of Cognitive Types on Informal Knowledge Sharing. In: DRUID23 Conference. Lisbon.

ALVES, M. (2023). Middle-Status Myopia. In: Research Policy 6th Online Conference for Early Career Researchers. Online.

ALVES, M. (2022). A Word to the Wise: Investigating the Differential Effects of Cognitive Types on Informal Knowledge Sharing. In: AMJ PDW - LUISS University. Rome.

ALVES, M. (2022). A Word to the Wise: Investigating the Differential Effects of Cognitive Types on Informal Knowledge Sharing. In: SEI Consortium - Rotterdam School of Management. Rotterdam.

ALVES, M. (2022). When Reflection Hurts: the Effect of Cognitive Processing Types on Organizational Adaptation to Discontinuous Change. In: Organization Science Special Issue Conference. Online.

Faculty research seminar presentations

ALVES, M. (2025). A Word To The Wise: How Entrepreneurs' Cognitive Processing Shapes Knowledge Sharing On Social Media. In: SEJ PDW ESSEC. Paris.

ALVES, M. (2024). Examining when crowds are insufficient yet instrumental for individual problem-solving. In: KTO Internal Research Seminar Series. Paris.

ALVES, M. (2023). Learning from Ambiguous Performance Feedback. In: Johns Hopkins Faculty Seminar. Baltimore.

Press and social media

ALVES, M. (2022). Can intuition be useful in extreme situations? Paris: SKEMA ThinkForward, France.

Other research activities

PhD supervision

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| | A. FIORANI PENNABEL, University of Sao Paulo, PhD thesis, Thesis jury member |
| 2023 | R. CRUZ GOMES, University of Sao Paulo, PhD thesis, Thesis jury member |