Marlon ALVES

Assistant Professor

Academy: Innovation

Research center: Knowledge, Technology and Organization

Campus: Paris

Email: marlon.alves@skema.edu

Education

2020	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

Other academic affiliations and appointments

2023 - 2026	Lecturer, Technology & Innovation Strategy, CDM-EPFL, Switzerland
2022 - 2025	Research Fellow, Getulio Vargas Foundation (FGV), Brazil
2019 - 2025	Volunteer Lecturer, PhD Course, 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

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

Research grants, Awards and Honors

Awards and Honors

2022	Best Paper Proceedings, Organization Studies, Management Seminars (SemeAd)
2021	Top Reviewers of Year, Journal of Management & Organization
2021	Best Paper Proceedings, STR Division, Academy of Management (AOM)
2020	Most cited paper, Innovation & Management Review
2020	Best PhD dissertation, Universidade de São Paulo
2020	Best Ph.D. dissertation, Universidade de São Paulo
2019	Best paper in Strategy, Management Seminars (SemeAd)
2019	Best paper in Strategy, Brazilian Academy of Management
2018	Literati Awards - Highly Commended, Emerald Publishing
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

2022 Research fellowship, Sao Paulo's State Science Foundation

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

CHAVES, R.E.A.D.M.C., GALINA, S.V.R. and ALVES, M. (2026). How Alliances Build Innovation Capabilities but Narrow Their Redeployment in Amazonian Community-Based Enterprises. *R & D Management*.

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(1), pp. 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. (2026). Firm Responses to Rivals' Negative Rating Momentum. *Academy of Management Proceedings*, 2026(1).

ALVES, M. (2026). Language, Metaknowledge, Time, Signaling, and Ambiguity: Scaffolding Online Knowledge Exchange. *Academy of Management Proceedings*, 2026(1).

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. (2025). Paper Feedback. In: STR PDW for Latin America and the Caribbean. Online.

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. (2025). Examining when crowds are insufficient yet instrumental for individual problem-solving. In: SMS Conference. San Francisco.

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

Organization of a conference or a seminar

Since 2026	Communications Coordinator, Carnegie School of Organizational Learning (CSOL)
2026	AOM Symposium "Language, Metaknowledge, Time, Signaling, and Ambiguity: Scaffolding Online Knowledge Exchange"
2021	AOM Symposium "Computational Approaches to Studying Organizations and Markets New Methodological Frontiers"

Affiliations

Since 2019	Chapter coordinator, Brazil, GOLDEN Foundation

PhD supervision

2026	L. RODRIGUES, Universidade de São Paulo, PhD thesis, Thesis jury member
2024	F. EUGÊNIO FERNANDES FILHO, Universidade de São Paulo, PhD thesis, Thesis jury member
2023	A. FIORANI PENNABEL, Universidade de São Paulo, PhD thesis, Thesis jury member

2023 R. CRUZ GOMES, Universidade de São Paulo, PhD thesis, Thesis jury member

Other academic activities

Since 2022 Grant Reviewer, FAPESP

Since 2021 Track leader, Strategy and Corporate Sustainability, Management Seminars (SemeAd), Brazil