

# Marcelo F. de la Cruz

## **PERSONAL DETAILS**

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*Address* Institute for Innovation Management (IIM)  
LMU Munich School of Management  
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## **ACADEMIC QUALIFICATIONS**

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**PhD (Doctor oeconomiae publicae – Dr. oec. publ.)** 2017-2023

*Ludwig-Maximilians-Universitaet Munich, Germany*

Business Administration

Dissertation submitted: September 2022

Dissertation Chair: Prof. Dr. Jelena Spanjol

Secondary Reader: Prof. Dr. Martin Hoegl

**Master of Business Research (MBR)** 2018-2021

*Ludwig-Maximilians-Universitaet Munich, Germany*

Business Administration Doctoral Program

Supervisor: Prof. Dr. Jelena Spanjol

**Mechanical Engineering (Dipl.-Ing.)** 1997-2003

*Technical University Munich, Germany*

Aerospace Engineering and Production Management

Supervisor: Prof. Dr. Eduard Igenbergs

## **RESEARCH INTERESTS**

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Social value creation in for-profit firms

Conviction narratives

(Innovation) foresight and strategic orientations

## **PROFESSIONAL EXPERIENCE**

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**Startup Impact Coach** 2020-present

*LMU Innovation & Entrepreneurship Center Ludwig, Munich, Germany*

**Research and Teaching Assistant** 2017-present

*Ludwig-Maximilians-Universitaet, Munich, Germany*

**Head of Projects and Processes** 2015-2017

*Kathrein SE, Rosenheim, Germany*

<b>Senior Project Manager</b> <i>Porsche Consulting GmbH, Bietigheim-Bissingen, Germany</i>	2008-2015
<b>Senior Consultant</b> <i>3DSE Management Consultants GmbH, Munich, Germany</i>	2003-2008
<b>Technical Writer Medical Technology</b> <i>BrainLAB AG, Munich, Germany</i>	2000-2003

## **RESEARCH PUBLICATIONS**

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### *Working papers*

**de la Cruz, M.**, & Spanjol, J. Strategic Social Value Orientation: A New Concept and Content-Analytic Measure – *Status: Revise & Resubmit at Organization Studies*

Spanjol, J., Rosa, A., Schirmeister, E., Dahl, P., **de la Cruz, M.**, Domnik, D., Kuhlmann, J., Lindner, M. The Potential of Futures Literacy for Impact-Oriented Business Schools – *Status: Revise & Resubmit at Futures*

**de la Cruz, M.**, & Spanjol, J. Understanding Multiple Perspectives on Social Value in Business: An Interdisciplinary Integrative Review and Typology – *Status: Revise & Resubmit at Journal of Business Ethics*

**de la Cruz, M.**, & Spanjol, J. The Global Reporting Initiative (GRI) and For-Profit Firms' Social Accountability: Systematic Literature Review and Future Research Priorities – *Status: Preparing submission*

Rosa, J. A., **de la Cruz, M.**, & Spanjol J. Distant Future Decisions in Innovation Management: A Conviction Narrative Perspective on Foresight – *Status: Under review at Journal of Product Innovation Management*

**de la Cruz, M.**, Rosa, J. A., & Spanjol, J. The Role of Conviction Narratives in Innovating Business Models towards Social Value Creation – *Status: Data collection in progress*

**de la Cruz, M.**, Spanjol, J. Sustainability Indices and their Implications for Innovation Management – *Status: Data collection in progress*

### *Conference proceedings (peer reviewed)*

**de la Cruz, M.**, Spanjol, J. (2022). "For-Profit Firms' Contribution to Society: A Strategic Orientation Perspective." In Sonia Taneja (Ed.), *Proceedings of the Eighty-second Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561. Best Paper Proceedings.

**de la Cruz, M.**, & Spanjol, J. (2021). Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda. In Sonia Taneja (Ed.), *Proceedings of the Eighty-first Annual Meeting of the Academy of Management*. Online ISSN: 2151-6561. Best Paper Proceedings.

Borsari R., Vollerthun A., & **de la Cruz, M.** (2006). 12 Ways to Use a Functional Model. In *Proceedings of the European Systems Engineering Conference (EuSEC)*, Edinburgh, UK.

Meisenzahl, J., **de la Cruz, M.**, & Vollerthun, A. (2006). Establishing a Verification and Validation Process in Automotive Development: Increasing Product Quality while Reducing Costs. In *Proceedings of the 16th International Council on Systems Engineering Symposium (INCOSE)*, Orlando, FL.

#### *Other publications*

Spanjol, J., & **de la Cruz, M.** (2019). Innovating for Good—Wie Unternehmen ihren sozialen Mehrwert realisieren können. *OrganisationsEntwicklung. Zeitschrift für Unternehmensentwicklung und Change Management*, 2019(1), 24-31.

Tabatabai, S., **de la Cruz, M.**, & Vu, M. (2014). Produkte systematisch entwickeln. *Controlling and Management Review*, 58(4), 24-31.

## **PRESENTATIONS**

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#### *Conference papers (peer reviewed)*

**de la Cruz, M.**, Spanjol, J., “*The Global Reporting Initiative (GRI) and For-Profit Firms’ Social Accountability: Systematic Literature Review and Future Research Priorities.*” 17th EIASM Interdisciplinary Conference on Intangibles and Intellectual Capital – Sustainability and Integrated Reporting, Governance and Value Creation, University of Messina and University of Ferrara, Sicily, Italy, September 2022

**de la Cruz, M.**, Spanjol, J., “*Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda.*” 17th EIASM Interdisciplinary Conference on Intangibles and Intellectual Capital – Sustainability and Integrated Reporting, Governance and Value Creation, University of Messina and University of Ferrara, Sicily, Italy, September 2022

Rosa, José A., **de la Cruz, M.**, Spanjol, J., “*Future-Making Practices in Innovation: A Conviction Narrative Perspective on Foresight.*” 2022 American Marketing Association (AMA) Summer Academic Conference, Light in the Darkness: Marketing’s Role in Driving Positive Change, Chicago, Illinois, USA, August 2022

**de la Cruz, M.**, Spanjol, J., “*For-Profit Firms’ Contribution to Society: A Strategic Orientation Perspective.*” 82nd Annual Meeting of the Academy of Management (AoM), Creating a Better World Together, Seattle, Washington, USA, July-August 2022. **Best Paper**

Rosa, José A., **de la Cruz, M.**, Spanjol, J., “*Future-Making Practices in Innovation: A Conviction Narrative Perspective on Foresight.*” 82nd Annual Meeting of the Academy of Management (AoM), Creating a Better World Together, Seattle, Washington, USA, July-August 2022

Rosa, José A., **de la Cruz, M.**, Spanjol, J., “*Foresight in Innovation: Applying and Extending Conviction Narrative Theory.*” 29th Innovation and Product Development Management Conference (IPDMC), European Institute for Advanced Studies in Management (EIASM), University of Hamburg, Hamburg, Germany, July 2022

**de la Cruz, M.**, Spanjol, J., “*Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda.*” 81st Annual Meeting of the Academy of Management (AoM), Bringing the Manager Back in Management, virtual conference, July-August 2021. **Best Paper**

**de la Cruz, M.,** Spanjol, J., “*No need to read between the lines: Defining and measuring strategic social value orientation.*” 37th European Group for Organizational Studies Colloquium (EGOS), Sub-the 21: Commensuration and Sustainability: Antecedents, Outcomes, and Processes of Social and Environmental Evaluation Schemes, Vrije Universiteit Amsterdam, Netherlands, virtual colloquium, July 2021

**de la Cruz, M.,** Spanjol, J., “*So What Exactly is Social Value in Business? An Interdisciplinary Integrative Review, Typology, and Research Agenda.*” 21st European Academy of Management Conference (EURAM), Reshaping capitalism for a sustainable world, Université du Québec à Montréal, Canada, virtual conference, June 2021

**de la Cruz, M.,** Spanjol, J., “*Going beyond Financial and Customer Value: Defining and Measuring Strategic Social Value Orientation.*” European Marketing Academy Conference (EMAC), ESIC Business & Marketing School, Madrid, virtual conference, May 2021

**de la Cruz, M.,** Spanjol, J., “*Sustainability indices and their implications for innovation management.*” 28th Innovation and Product Development Management Conference (IPDMC), European Institute for Advanced Studies in Management (EIASM), Politecnico di Milano, Italy, virtual conference, June 2021

**de la Cruz, M.,** Spanjol, J., “*For-profit firms’ contributions to society: An interdisciplinary review and directions for future research.*” 36th European Group for Organizational Studies Colloquium (EGOS), Sub-the 37: Organizing for Responsibility: The Role of Ethics, Strategies and Capabilities in Contradictory Environments, University of Hamburg, Germany, virtual colloquium, July 2020

**de la Cruz, M.,** Spanjol, J., “*How can for-profit firms’ innovations contribute to society? A taxonomy and research agenda.*” 27th Innovation and Product Development Management Conference (IPDMC), European Institute for Advanced Studies in Management (EIASM), KU Leuven, Antwerp, Belgium, virtual conference, June 2020

**de la Cruz, M.,** Spanjol, J., “*Beyond Customer Value: An Interdisciplinary Review of Societal Value Creation in For-Profit Firms and Directions for Future Research.*” European Marketing Academy Conference (EMAC), Corvinus University of Budapest, Hungary, May 2020 – Cancelled due to COVID19

*Doctoral workshops, seminars, colloquia and consortia (peer reviewed)*

**de la Cruz, M.,** “*Social Value in For-Profit Firms: An Innovation Strategy Perspective.*” 2022 PDMA Doctoral Consortium, Product Development and Management Association, The University of Tennessee, Knoxville, USA, July 2022

**de la Cruz, M.,** “*Social Value in Business.*” Doctoral Workshop at the 29th Innovation and Product Development Management Conference (IPDMC), European Institute for Advanced Studies in Management (EIASM), University of Hamburg, Hamburg, Germany, July 2022

**de la Cruz, M.,** Rosa, José A., Spanjol, J., “*Business Model Innovation for Good – A Conviction Narratives Perspective.*” Business and Society Research Seminar 2022: “How to change the world? The art of sustainability”, Audencia Business School, Nantes, France, June 2022

**de la Cruz, M.,** Rosa, José A., Spanjol, J., “*Microfoundations of Business Model Innovation for Good.*” The 2nd Early Career Researchers Conference 2022, Strategy, Innovation, Corporate

Governance, Finance, and International Business (SIIB), British Academy of Management, virtual, April 2022

**de la Cruz, M.**, Spanjol, J., “*Going beyond Financial and Customer Value: Defining and Measuring Strategic Social Value Orientation.*” Social Issues in Management (SIM) Doctoral Consortium PDW 2021, 81st Annual Meeting of the Academy of Management, virtual, July 2021

**de la Cruz, M.**, Spanjol, J., “*Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda.*” Business and Society Research Seminar 2021: “Business and society in times of crises: (Re)searching for new directions”, University of Namur, Belgium, virtual, June 2021

**de la Cruz, M.**, Spanjol, J., “*Social Value in Business.*” European Marketing Academy Conference 2021 (EMAC), Doctoral Colloquium in the Marketing Strategy advanced track, ESIC Business & Marketing School, Madrid, virtual, May 2021

**de la Cruz, M.**, Spanjol, J., “*For-profit firms’ contributions to society: An interdisciplinary review and directions for future research.*” Social Issues in Management (SIM) Manuscript Development Workshop, 80th Annual Meeting of the Academy of Management, virtual, August 2020

**de la Cruz, M.**, “*Towards a Framework for Evaluating the Societal Contribution of Innovation Initiatives.*” Business and Society Research Seminar 2018: “The transformation towards sustainable business: Empowering stakeholders for sustainable innovation, production, and consumption”, University of Mannheim, Germany, June 2018

#### *Other presentations*

**de la Cruz, M.**, Spanjol, J. “*Firm innovation strategies and behaviors at the intersection of responsibility and uncertainty: Perspectives from young scholars.*” Special Session at the 2022 JPIM Research Forum “Responsible Research and Innovation: From Science to Business and Society”, Orlando, Florida, USA, November 2022

**de la Cruz, M.**, Spanjol, J. “*For-Profit Firms’ Contribution to Society: A Strategic Orientations Perspective.*” Rutgers Institute for Corporate Social Innovation, Inclusive Impact Summit, virtual, March 2022

**de la Cruz, M.**, Spanjol, J. “*Applying Conviction Narratives to Business Model Innovation for Good.*” Rutgers Institute for Corporate Social Innovation, Inclusive Impact Summit, virtual, March 2022

Rosa, José A., **de la Cruz, M.**, Spanjol, J., “*Radical Innovators as Fortunetellers? A Conviction Narrative Perspective on Foresight.*” Competitive Academy of Management Review (AMR) Idea Development Workshop in preparation for the Special Topic Forum (STF) on “Theorizing Time in Management and Organizations”, virtual, March 2022

**de la Cruz, M.**, “*Dechipering Social Value.*” Munich Global Impact Sprint, Co-Creation Conference, virtual, October 2021

**de la Cruz, M.**, “*Social Impact Measurement: Die Hebel unserer Wirkung verstehen und maximieren.*” Knowledge Cafe, HochsprungKonferenz, Munich, October 2019

**de la Cruz, M.**, Spanjol, J., “*Evaluating firm societal value creation: Explorations in innovation decision-making.*” Impact Valuation Roundtable, Allianz Global Corporate & Specialty SE, Munich, May 2019

**de la Cruz, M.**, “*How can companies evaluate their societal value creation? An application in innovation decision making.*” Global Good Congress, 5<sup>th</sup> edition of GoodFestival, École Polytechnique Fédérale de Lausanne (EPFL) Tech4Impact, Lausanne, November 2018

**de la Cruz, M.**, Spanjol, J., “*Prosperity – Innovating for good.*” Act for SDGs! Werde ein Changemaker für eine nachhaltige Zukunft, InnovationsGeist, Ludwig-Maximilians-Universität München, Munich, October 2018

**de la Cruz, M.**, “*Integrating Societal Value Evaluation to Managerial Decision Making.*” Business Model Innovation Summit 2018, Robert Bosch GmbH, Renningen, September 2018

## **ACADEMIC AND PROFESSIONAL SERVICES**

**Reviewer for** the Academy of Management (AoM) annual meetings and specialized conferences (Social Issues in Management, SIM Division, and Technology and Innovation Management, TIM Division), the European Marketing Academy annual and regional conferences (EMAC), the European Academy of Management annual conference (EURAM).

**Ad-hoc reviewer** for the Schmalenbach Journal of Business Research (SBUR), the International Journal of Innovation Studies (IJIS), the Junior Management Science Journal (JUMS).

**Member** of the Fakultätsrat (Munich School of Management), i.e., elected academic staff representative (advisory and voting capacity) at the LMU Munich between 2018 and 2021.

**Jury** for the Global Good Congress 2E by Roxbourg & GoodFestival (2019), European University Alliance for Global Health (EUGLOH) Social Entrepreneurship 4 Health School (2020, 2021), national and international business plan competition from business@school by Boston Consulting Group (2021).

## **SELECTED PHD COURSES COMPLETED**

VIU Summer School | Responsible Capitalism

Micro and Macro-institutional conditions of transformation

(summer term 2019, Prof. Dr. Johanna Mair, Hertie School of Governance; Prof. Dr. Juliane Reinecke, King’s College; Prof. Dr. Guido Palazzo, University of Lausanne; Prof. Dr. Elisa Giuliani, University of Pisa; Prof. Dr. Francesco Zirpoli, Ca’ Foscari University of Venice; Prof. Giovanni Favero, Ca’ Foscari University of Venice)

Workshop: Effective Peer Reviewing

(summer term 2019, Prof. Dr. Gloria Barczak, Northeastern University; Prof. Dr. Abbie Griffin, The University of Utah)

Quantitative Methods – Selected Issues in Econometrics

(winter term 2018/19, Prof. Dr. Ralf Elsas, Ludwig Maximilians-Universität München)

Computational Models in Management

(winter term 2018/19, Prof. Dr. Helge Klapper, Rotterdam School of Management)

Qualitative Empirical Methods

(summer term 2018, Prof. Dr. Martin Friesl, Lancaster University)

Partial Least Squares Structural Equation Modeling (PLS-SEM)  
(summer term 2018, Prof. Dr. Marko Sarstedt, Otto-von-Guericke-University Magdeburg)

Basic Readings in Management  
(summer term 2018, Prof. Dr. Martin Högl, Ludwig-Maximilians-Universität München)

Micro Economic Modelling Methods  
(summer term 2018, Prof. Dr. Richard Peter, University of Iowa)

Social Entrepreneurship (partially)  
(summer term 2018, Prof. Dr. Johanna Mair, Hertie School of Governance)

Research in Social Innovation  
(winter term 2017/18, Prof. Dr. Jelena Spanjol, Ludwig-Maximilians-Universität München)

## **TEACHING EXPERIENCE**

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**Student's feedback 2020:** "Marcelo de la Cruz was a very professional, prepared and incredible seminar leader. His abilities, availability and support were exceptional."

**Student's feedback 2021:** "Marcelo, you are such an amazing mentor always caring so much about all of your students. There is nothing negative I could say about this seminar. I felt comfortable and well-informed all of the time and I never had a feeling of "being lost", even though the topic and the way we solved the tasks in the seminar was absolutely new to us."

**Student's feedback 2022:** "Marcelo did a very good job to motivate to work on this topic and gave really good advices for improvement. Great instructor with a lot of knowledge. At first the task seemed a bit confusing but after some time it became clear what was expected and it was cool to see how everything was linked together and started making sense after some time."

### **Bachelor Courses (in person, virtual and hybrid formats)**

#### *START with Business Modelling (lecture support and tutorial lead)*

Summer term 2018, 2019, 2020, 2021, 2022

Number of students: approx. 600

Responsibilities: Set-up and management of the overall course (incl. 60 start-ups), instruction of 40 students in weekly tutorials, grading and final examination of students' presentations and business plans

Lecturer evaluation (overall): 1 (1-excellent; 5-inadequate)

#### *Innovating for Organizational, Market, and Societal Impact (seminar lead)*

Winter term 2017/18, 2018/19

Number of students: approx. 15

Responsibilities: Instruction of students in writing seminar thesis, supervision, coaching and final grading of students' seminar theses

Lecturer evaluation (selection): "The lecturer cares about the learning success of the participants" – score 1.1 (1-fully agree; 5-fully disagree)

#### *Current Challenges in Innovation Management (seminar lead)*

Summer term 2018

Number of students: approx. 15

Responsibilities: Instruction of students in writing seminar thesis, supervision, coaching and final grading of students' seminar theses

Lecturer evaluation (selection): "I would attend further seminars offered by the seminar leader" – score 1.2 (1-fully agree; 5-fully disagree)

### **Master Courses (in person, virtual and hybrid formats)**

#### *Ambidexterity – Key to Surviving the Challenges of Today and Tomorrow (project course)*

Winter term 2019/20

Number of students: 7

Responsibilities: Set-up and management of the overall course in cooperation with an industry partner (Porsche Consulting), leading and coaching of students in developing the project results, final grading of students' project documentation

Lecturer evaluation (selection): "I would attend further seminars offered by the seminar leader" – score 1.2 (1-fully agree; 5-fully disagree)

#### *Innovating for Impact (seminar lead)*

Summer term 2018, 2019; winter term 2018/19, 2020/21, 2021/22

Number of students: 10 (in average)

Responsibilities: Set-up and management of the overall seminar, instruction of students in writing seminar thesis, supervision, coaching and final grading of students' seminar theses

Lecturer evaluation (selection): "How do you rate this course overall?" – score 1.3 (1-very good; 5-poor)

#### *Social Entrepreneurship Seminar (seminar lead)*

Winter term 2018/19

Number of students: 30

Responsibilities: Supervision and coaching of students in consulting social entrepreneurs

Lecturer evaluation: no evaluation

### **Thesis Supervision**

Bachelor theses by students enrolled in business administration (since 2017)

Master theses by students enrolled in business administration (since 2018)

Master thesis by students enrolled in industrial engineering (2017)

Dipl.-Ing. theses by students enrolled in mechanical engineering (2004, 2005)

## **SKILLS**

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*Languages* Spanish (native), German (fluent), English (fluent), French (basic)

*Software* SmartPLS, Qualtrics, MATLAB, Python, SAP PS, PlanView

## **AWARDS AND GRANTS**

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### **2022 Best Student Paper Award Runner-up**

2022

*Academy of Management – Social Issues in Management Division*

In recognition of the fine quality of the presented paper "For-Profit Firms' Contribution to Society: A Strategic Orientation Perspective."



**2022 Excellent: Mentoring Program for Junior Researchers** 2022

*LMU Munich School of Management*

Participation in a program for selected junior scholars pursuing an academic career.

**2021 Best Student Paper Award Finalist** 2021

*Academy of Management – Social Issues in Management Division*

In recognition of the fine quality of the presented paper “Social Value in Business: An Interdisciplinary Integrative Review, Typology, and Research Agenda.”

**Performance grant of the Ludwig-Maximilians-Universitaet Munich** 2018, 2019

*LMU Munich School of Management*

Grant for outstanding performance – Nominated by the academic supervisor and approved by the university’s central human resources committee.

**Awardee of the PAD (Paedagogischer Austauschdienst)** 1995

*Standing Conference of the Ministers of Education and Cultural Affairs in the Federal Republic of Germany*

International Awardee Program for outstanding school achievements to promote education of foreign students in the German language.

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