

Ryan Federo

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CURRENT ACADEMIC POSITION

2025- **Lecturer**, Universitat Autònoma de Barcelona, Barcelona, Spain

PREVIOUS ACADEMIC POSITIONS

2024-2025 **Visiting Professor**, Macquarie University, Sydney-Australia
 2024-2025 **Visiting Professor**, Ateneo de Manila University, Quezon City-Philippines
 2022-2024 **Profesor contratado doctor interino**, Universitat de les Illes Balears, Palma de Mallorca-Spain
 2020-2024 **Member**, Corporate Governance and Finance Research Group, Universitat de les Illes Balears, Palma de Mallorca-Spain
 2020-2022 **Profesor visitante**, Universitat de les Illes Balears, Palma de Mallorca-Spain
 2019-2020 **Lecturer**, EADA Business School, Barcelona-Spain
 2019-2020 **Researcher**, Center for Corporate Governance, ESADE Business School, Universitat Ramon Llull, Barcelona-Spain
 2017-2020 **Lecturer**, Geneva Business School, Barcelona-Spain
 2013-2017 **Pre-doctoral Researcher**, ESADE Business School, Universitat Ramon Llull, Barcelona-Spain

EDUCATION

2014-2017 **PhD in Management Sciences (Strategy and Corporate Governance)**
 ESADE Business School, Universitat Ramon Llull, Barcelona, Spain
 Doctoral Thesis: *Governing those who govern: Essays on the governance of intergovernmental organizations*
 Advisor: Angel Saz-Carranza
 Committee: Ruth V. Aguilera, Axel Marx, Barbara Koremenos

2013-2014 **Master of Research in Management Sciences**
 ESADE Business School, Universitat Ramon Llull, Barcelona, Spain

2011-2012 **Master of Science in Maritime Affairs specializing in Maritime Law and Policy**
 World Maritime University, Malmö, Sweden

1997-2001 **Bachelor of Science in Accountancy**
 Lyceum Northwestern University, Dagupan city, Philippines

2017 **Executive Education** - Strategic Management of Regulatory and Enforcement Agencies
 John F. Kennedy School of Government, Harvard University, Cambridge, MA, U.S.A.

2017 **Visiting Scholar** - International Business and Strategy Group
 D'Amore-McKim School of Business, Northeastern University, Boston, MA, U.S.A.

RESEARCH AND TEACHING INTERESTS

- Organizational strategies (competitive and nonmarket), Corporate governance, International organizations (multinational enterprises and intergovernmental organizations), Nonfinancial outcomes (e.g., CSR, gender-related issues, sustainability, and public goods), Emerging markets, LGBTQ+

RESEARCH

Peer-reviewed academic journal publications

20. **Federo, R.** & Aguilera, R. V. 2025. How does the visibility of LGBTQ+ directors influence firm value? The mediating role of environmental, social, and governance performance. *Human Resource Management*. doi: 10.1002/hrm.22283
19. Albareda, A., Saz-Carranza, A., & **Federo, R.** 2025. Inclusiveness-efficiency configurations of business interest associations with access to policymakers. *Administration & Society*, Forthcoming, 57(1): 70–99. doi: 10.1177/00953997241296087
18. **Federo, R.** 2024. The rainbow glass ceiling: Breaking barriers for LGBTQ+ inclusion in board diversity. *Academy of Management Perspectives*, 38(3): 325–348. doi: 10.5465/amp.2023.0186 (AJG-4 | 2023 JCR: Q1 in Business & Management)
 - AOM Insights summary: Breaking the “Rainbow Glass Ceiling.” <https://journals.aom.org/doi/10.5465/amp.2023.0186.summary>
 - Media Coverage by PinkNews: Is a ‘rainbow glass ceiling’ keeping LGBTQ+ professionals from the boardroom? <https://www.thepinknews.com/2024/07/29/is-a-rainbow-glass-ceiling-keeping-lgbtq-professionals-from-the-boardroom/>
 - Media Coverage by Globalcocktails: Research Shows LGBTQ People Face A Glass Ceiling In The Workplace. <https://globalcocktails.com/research-shows-lgbtq-people-face-a-glass-ceiling-in-the-workplace/>
17. Pascual-Fuster, B., **Federo, R.**, Crespi-Cladera, R., & Gabaldon, P. 2024. The second glass ceiling: The dark side of women recategorization in corporate boards. *Gender, Work & Organization*.
16. Aguilera, R. V., **Federo, R.**, Justo, R., Merida, A., & Pascual-Fuster, B. 2024. Corporate governance of business groups around the world: A review and agenda for future research. *Corporate Governance: An International Review*. doi: 10.1111/corg.12603
15. **Federo, R.** & Parente, T. 2023. Understanding governance designs in Latin America: Insights from Brazil, *Journal of Business Research*, 166, 114102. doi: 10.1016/j.busres.2023.114102
14. Freixanet, J. & **Federo, R.** 2023. Learning-by-exporting: A system-based review and research agenda. *International Journal of Management Reviews*, In press. doi: 10.1111/ijmr.12336
13. Aguilera, R. V., **Federo, R.**, Pascual-Fuster, B., & Crespi-Cladera, R. 2023. The corporate governance of business groups: What we know and what lies ahead. *Annals of Corporate Governance*, 70(3): 152-251. doi: 10.1561/109.00000040
12. **Federo, R.**, Saz-Carranza, A., Fernandez-i-Marin, X., & Losada, C. 2023. CEO selection in intergovernmental organizations: The clash between control and efficiency in governance. *Journal of Management and Governance*, 27: 155-180. doi: 10.1007/s10997-021-09605-6
11. Freixanet, J. & **Federo, R.** 2022. When born globals grow up: A review and agenda for research on the performance of early internationalizers. *Management and International Review*, 62: 817-857. doi: 10.1007/s.11575-022-00485-y
10. Bustamante, X., **Federo, R.**, & Fernandez-i-Marin, X. 2022. Riding the wave: Predicting the use of the bike-sharing system in Barcelona before and during COVID-19. *Sustainable Cities and Society*, 83: 103929. doi: 10.1016/j.scs.2022.103929
9. **Federo, R.** & Bustamante, X. 2022. The ties that bind global governance: Using media-reported events to disentangle the global interorganizational network in a global pandemic. *Social Networks*, 70: 253-266. doi: 10.1016/j.socnet.2022.02.012

8. Freixanet, J. & **Federo, R.** 2022. The complex interplay of innovation, internationalization, and learning capability in driving firm performance: A configurational analysis. *Journal of Strategy and Management*, 15(4): 766-790. doi: 10.1108/JSMA-11-2021-0220
7. Ponomareva, Y., **Federo, R.**, Aguilera, R. V., & Collin, S-O. 2022. The cost of conformity to good governance: Board design and compensation. *Corporate Governance: An International Review*, 30(4): 399-420. doi: 10.1111/corg.12408
6. **Federo, R.**, Ponomareva, Y., Aguilera, R. V., Saz-Carranza, A. & Losada, C. 2020. Bringing owners back on board: A review of the role of ownership in board governance. *Corporate Governance: An International Review*, 28(6): 348-371. doi: 10.1111/cgir.12346
5. Saz-Carranza, A., Albareda, A., & **Federo, R.** 2020. Network tasks and accountability: A configurational analysis of EU regulatory networks. *Public Administration*, 98(2): 480-497. doi: 10.1111/padm.12631
4. **Federo, R.**, & Saz-Carranza, A. 2020. A typology of board design for highly effective monitoring in intergovernmental organizations under the United Nations system. *Regulation & Governance*, 14(2): 344-361. doi: 10.1111/rego.12216
3. Parente, T., & **Federo, R.** 2019. Qualitative comparative analysis: Justifying a neo-configurational approach in management research. *RAUSP Management Journal*, 54(4): 399-412. doi: 10.1108/RAUSP-05-2019-0089
2. **Federo, R.**, & Saz-Carranza, A. 2018. A configurational analysis of board involvement in intergovernmental organizations. *Corporate Governance: An International Review*, 26(6): 414-428. doi: 10.1111/corg.12241
1. **Federo, R.** & Saz-Carranza, A. 2017. Devising strategic plans to improve organizational performance of intergovernmental organizations. *Global Policy*, 8(2): 202-212. doi: 10.1111/1758-5899.12380

Book

1. **Federo, R.**, Saz-Carranza, A., & Esteve, M. 2020. Management and governance of intergovernmental organizations. *Elements in Public and Nonprofit Administration*. Cambridge: Cambridge University Press. doi: 10.1017/9781108908283. ISBN: 9781108908283

Book chapters

4. Yong, J. Y. & **Federo, R.** 2024. Innovation and business diversification for family business continuity. In F. Feranita, W. L. Lin, K. W. Khong, & S. K. Goh (Eds.), *Asian family business case studies: The role of culture, value and identity in succession and resilience* (pp. 83–89). Leeds: Emerald Publishing. ISBN: 978-1-83753-761-7
3. **Federo, R.** 2023. Qualitative comparative analysis. In F. Badache, L. Kimber, & L. Maertens (Eds.), *International organizations and research methods: An introduction* (pp. 292–300). Michigan: University of Michigan Press. doi: 10.3998/mpub.11685289. ISBN: 978-0-472-90354-2
2. Aguilera, R. V., **Federo, R.**, & Ponomareva, Y. 2021. Gone global: The international diffusion of hedge fund activism. In D. Cumming, S. Johan, & G. Wood. (Eds.), *Oxford handbook of hedge funds* (pp. 318–367). Oxford: Oxford University Press. ISBN: 9780198840954
1. **Federo, R.** & Saz-Carranza, A. 2015. A research approach to international governmental organizations: Examining executive boards and strategy. In J. Solana J. & A. Saz-Carranza (Eds), *The Global Context: How Politics, Investment, and Institutions Impact European Business* (pp. 194–211). Barcelona, Spain: ESADEgeo, ESADE Business School.

Practitioner-oriented publication

1. **Federo, R.** 2024. How LGBTQ+s overcome the rainbow glass ceiling to become board directors. *LSE Business Review*.

Work in progress at different stages of development (*working paper available)

- Freixanet, J. & Federo, R. A configurational analysis of learning-by-exporting (under review)
- Infantes, P., Federo, R., & Pascual-Fuster, B. Board gender diversity in business groups (under review)
- Federo, R., Galang, R., & Lizares, R. Politicians on boards of Philippine firms (under review)
- Federo, R. & Torsin, W. Transgender leaders (in preparation)*
- Federo, R., Infantes, A., & Aguilera, R. V. Ownership-based networks (in preparation)*
- Infantes, P., Federo, R., & Parra, M. I. Board composition of IBEX35 (in preparation)*
- Aguilera, R., Berrone, P., Boulogne, R., Federo, R., & Zollo, M. Stakeholder governance (in preparation)

Conference/workshop participation

- 2024 Academy of Management Annual Meeting - Chicago, IL;
European Academy of Management - Bath, UK
- 2023 Academy of Management Annual Meeting - Boston, MA;
AMJ Paper and Idea Development Workshop - ESADE, Barcelona, Spain;
International Corporate Governance Society Annual Conference - Madrid, Spain
- 2022 Academy of Management Annual Meeting - Seattle, WA;
International Corporate Governance Society Annual Conference - Miami, FL;
Public Management Research Association Conference - Phoenix, AZ;
21st Workshop on Corporate Governance and Investment - Copenhagen Business School, Copenhagen, Denmark
- 2021 Academy of International Business Annual Conference - Online;
Academy of Management Annual Meeting - Online;
International Corporate Governance Society Annual Conference - Groningen, The Netherlands;
International Studies Association Annual Convention - Online;
7th International Congress of the Bicycle | XVIII Iberian Congress "The Bicycle and the City" - Barcelona, Spain
- 2020 Academy of Management Annual Meeting - Online;
Corporate Governance Summit 2020 - Centre for Business Organisations and Society at the School of Management-University of Bath, UK;
International Corporate Governance Society Annual Conference - Online
- 2019 AMJ/AMR Lisbon Paper and Idea Development Workshop - Lisbon, Portugal;
Corporate Governance and European Union Integration (CGEUI) Workshop - Barcelona, Spain;
International Corporate Governance Society Annual Conference - University of Essex, UK
- 2018 Academy of Management Annual Meeting - Chicago, IL;
Strategic Management Society Annual Conference - Paris, France;
XLII Encontro de ANPAD - Curitiba, Brazil
- 2017 Academy of Management Annual Meeting - Atlanta, GA;
International Studies Association Annual Convention - Baltimore, MD
- 2016 Academy of Management Annual Meeting - Anaheim, CA;
European Group for Organizational Studies Annual Conference - Naples, Italy;
International Research Society for Public Management Annual Conference - Hong Kong;
Political Economy of International Organizations Annual Conference - University of Utah, Salt Lake City, Utah;
Public Management Research Association Conference - Aarhus University, Denmark
- 2015 Barcelona Workshop on Global Governance - ESADE Business School and IESE, Barcelona, Spain;
Business and Public Policy Workshop - ESMT Berlin, Germany;
ECPR Joint Sessions of Workshops - the University of Warsaw, Warsaw, Poland;
Public Management Research Association Conference - the Hubert H. Humphrey School of Public Affairs, University of Minnesota, Minneapolis, MN

Invited presentations

- 2024 Universitat Autònoma de Barcelona, Barcelona, Spain;
Universidad Autónoma de Madrid, Spain
- 2022 Globe Webinar Series, KU Leuven, Belgium
- 2021 Universitat Autònoma de Barcelona, Barcelona, Spain
- 2020 EADA Business School, Barcelona, Spain;
Universitat de les Illes Balears, Palma de Mallorca, Spain
- 2019 Alliance Manchester Business School-University of Manchester, Manchester, U.K.;
EADA Business School, Barcelona, Spain
- 2018 ESCP Europe Business School, Madrid, Spain;
LUISS Business School, Rome, Italy;
University of Barcelona Business School, Barcelona, Spain
- 2017 D'Amore-McKim School of Business, Northeastern University, Boston-MA, USA

AWARDS/GRANTS/HONORS

- 2023 Best Reviewer Award, Corporate Governance: An International Review
- Nominated for the Best Paper Award, International Corporate Governance Society Annual Conference at Madrid, Spain, 2023
- 2022 Best Reviewer Award, Corporate Governance: An International Review
- 2022 Best Reviewer Award, International Business Review
- Finalist for the IM Division Best Paper in International Corporate Governance Award, Academy of Management Annual Conference, 2022
- Nominated for the Best Paper Award, International Corporate Governance Society Annual Conference at Groningen, The Netherlands, 2021
- Nominated for the Alan M. Rugman Young Scholar Award, Academy of International Business Annual Conference, 2021
- Best Reviewer Award, Academy of Management Annual Conference - International Management Division (IM), 2020
- Best Paper Award, Corporate Governance Summit 2020 at Centre for Business Organisations and Society at the School of Management-University of Bath, U.K., 2020
- ESADE Doctoral Grant, 2014-2017
- ESADE Mobility Grant, 2017
- International Studies Association Travel Grant, 2017
- ESADE Talent Scholarship, 2013-2014

RESEARCH PROJECTS

- Spanish Ministry of Science and Innovation (MICIN): PID2023-152155NA-I00, Principal investigator (2024-2027)
- Universitat de les Illes Balears' Institute for Educational Research and Innovation (IRIE-UIB): PID232523, Principal investigator (2023-2024)
- Spanish Ministry of Science and Innovation (MICIN): PID2020-115982RB-C21, Research work team member (2021-2024)
- Agency for Management of University and Research Grants (AGAUR): 2017 SGR1556, Research work team member (2017-2020)
- ESADE-PWC Corporate Governance Research Project on Board of Directors: Researcher (2019-2020)

WORKSHOPS/SEMINARS

- Workshop on "Goal-directed networks: state of the art," Hosted by ESADE Business School and Tilburg University, Barcelona, Spain (2016)

- PMRA Doctoral Student Research Development Workshop, Public Management Research Association Annual Conference at the Hubert H. Humphrey School of Public Affairs, University of Minnesota, Minneapolis, Minnesota (2015)
- Comparative Research Design Seminar and QCA (conducted by Professor Benoît Rihoux), European Consortium for Political Research (ECPR) Winter School of Methods and Techniques, University of Bamberg, Germany (2015)

SERVICE TO THE PROFESSION

Editorial service

- Editor, Corporate Governance: An International Review (2025 – Present)

Editorial board member

- Corporate Governance: An International Review (2022 – 2024)

Ad-hoc journal reviewer

- Academy of Management Journal; Academy of Management Perspectives; Asia Pacific Journal of Human Resources; Baltic Journal of Management; British Accounting Review; BRQ Business Research Quarterly; Corporate Governance: An International Review; International Business Review; International Studies of Management and Organization; Journal of Business Ethics; Journal of General Management; Journal of Management; Journal of Management and Governance; Journal of Management Studies; Journal of Strategy and Management; Journal of World Business; Organization Studies; PLoS ONE; Public Administration; Public Management Review; RAUSP Management Journal; SN Business & Economics; Spanish Journal of Finance and Accounting

Conference reviewer

- Academy of Management Annual Conference, 2015 – Present: International Management Division (IM), Strategic Management Division (STR), Public and Nonprofit Division (PNP)
- Academy of International Business, 2021 – Present
- International Corporate Governance Society Annual Conference, 2020 – Present
- Strategic Management Society Annual and Special Conferences, 2016 – Present

Conference session chair/moderator

- Annals of Corporate Governance session - International Corporate Governance Society Annual Conference – Madrid, Spain (2023)
- New Theories for DEI (DEI) - Academy of Management Annual Meeting - Boston, MA (2023)
- The Dynamism of International Organizations in Global Health - International Studies Association Annual Conference, Online (2021)
- Institutions and Emerging Markets (IM) - Academy of Management Annual Meeting - Chicago, MA (2018)

Membership in professional organizations

- Academy of Management (AOM): Diversity, Equity, and Inclusion (DEI), International Management Division (IM), Strategic Management Division (STR)
- Academy of International Business (AIB)
- European Academy of Management (EURAM)
- International Corporate Governance Society (ICGS)
- Philippine Institute of Certified Public Accountants (PICPA)
- Strategic Management Society (SMS)

Service in professional organizations

- Social Media Manager of the International Corporate Governance Society (ICGS) (2022-)

Membership in scientific committees

- Research Review Panel member at Geneva Business School (2019-2022)

TEACHING

Universitat Autònoma de Barcelona

- Bachelor: Organización y Gestión de Empresas (Spring 2025)

Universitat de les Illes Balears - Palma de Mallorca

- Master: Gestión de Recursos Humanos (Fall 2023, Fall 2022)
- Bachelor: Introduction to Business (Spring, 2024, Spring, 2023, Spring 2022, Spring 2021), Estrategia Empresarial (Fall 2020), Business Ethics and Social Responsibility (Fall 2020)

ESADE Business School - Barcelona

- PhD: Seminar on Qualitative Comparative Analysis (Spring 2023)
- MSc: Guest lecturer for the session on Managing Development in Asia course - Focus on the Philippines, an emerging economy (Spring 2015)
- BBA: Guest lecturer for the session on Intergovernmental Organizations for the Public Sector course (Spring 2015)
- MIM: Teaching assistant for the Geopolitics course (Fall 2014 - Fall 2016)

EADA Business School - Barcelona

- MIM: Strategy Implementation (Spring 2020)

Geneva Business School - Barcelona campus

- DBA: Qualitative Research Course (Spring 2020), Management Research Perspectives (Fall 2019)
- MBA: Business Research (Spring 2020; Fall 2019; Spring 2019; Spring 2018), Globalization and Geopolitics (Fall 2019; Fall 2018)
- BBA: Corporate Governance (Spring 2020; Fall 2019; Spring 2019; Spring 2018), Fundamentals of Management (Spring 2020; Fall 2019), The Learning Organization (Spring 2020), Intergovernmental Organizations (Fall 2018), Geopolitics (Fall 2018), Business Research (Spring, 2019; Fall 2018; Spring 2018), Microeconomics (Fall 2017)

Geneva Business School - Astana campus

- DBA: Qualitative Research Course (Fall 2018), Management Research Perspectives (Spring 2018)

ESEI International Business School - Barcelona

- Master in IR and IB: The Geopolitical Environment (Fall 2019)

EU Business School - Barcelona campus

- MBA: Strategic Management (Spring 2018)

Doctoral thesis supervision

- DBA: Amy Lee (GBS, Defended 2022)

Independent study supervision

- Master (6x)
- Bachelor (38x)

Independent study examiner

- Master (15x)
- Bachelor (24x)

PRIVATE SECTOR WORK EXPERIENCE

- **RJ Realty Corporation**, Manila, Philippines: Board Member (2014-2019)
- **Federo and Pascual FZ LLC**, Dubai, United Arab Emirates: Managing Partner/Board Member (2013-2015)
- **Philtex Corporation**, Dubai, United Arab Emirates: CFO (2007-2011); Corporate Accountant (2004-2007)
- **Punongbayan & Araullo (Grant Thornton Firm)**, Manila, Philippines: Junior Associate (2003-2004)
- **Ernst & Young Philippines (Formerly SGV & Co.)**, Manila, Philippines: Staff (2002-2003)
- **Bank of the Philippine Islands**, Dagupan City, Philippines: Intern (2001)

CERTIFICATION

- **Sexenio (Recognition of six-year research period covering 2015–2020)**, Spanish National Commission for Assessment of Research Quality-CNEAI (2023)
- **Research Accreditation (Profesor Agregat/Associate Professor)**, Catalan University Quality Assurance Agency-AQU Catalunya (2023)
- **Accredited Profesor Contratado Doctor/Profesor de Universidad Privada (Associate Professor)**, Spanish National Agency for Quality Assessment and Accreditation-ANECA (2021)
- **Accredited Profesor Contratado Doctor (Associate Professor)**, Agència Qualitat de Universitària de les Illes Balears-AQUIB (2021)
- **Accredited Profesor Ayudante Doctor (Assistant Professor)**, Spanish National Agency for Quality Assessment and Accreditation-ANECA (2019)
- **Accredited Lecturer**, Catalan University Quality Assurance Agency-AQU Catalunya (2019)
- **Certified Public Accountant (CPA)**, Board of Accountancy, Professional Regulation Commission, Republic of the Philippines (2002)

LANGUAGES

- Filipino (Native), Tagalog (Native), Ilocano (Native), Pangasinan (Native), English (Full proficiency), Spanish (Working proficiency), Catalan (Basic)