

# ELENA A. SHAKINA

## PERSONAL DETAILS

Kantemirovskaya, 3A,  
Sankt-Petersburg  
+7 911 9432007  
[eshakina@hse.ru](mailto:eshakina@hse.ru)

## POSITION

---

National Research University Higher School of Economics, SPb

St. Petersburg School of Economics and Management / Department of Management:  
*Assistant Professor*  
*Deputy Dean for Research and Academic Development*  
International Laboratory of Intangible-driven Economy: *Head of the Laboratory*

## EDUCATION AND DEGREES

---

PhD in Economics (2016): University of Vigo (adviser - Dr. Angel Barajas Alonso, thesis: Companies' Investment Strategies for Intangibles)

Master (2016): National Research University Higher School of Economics (Management in Higher Education, Institute of Education, thesis: Individual Research Grants and Academic Productivity)

PhD in Economics\* (2008): National Research University Higher School of Economics (thesis: Multilevel Evaluation of Governmental Programs as a Tool of New Public Management)

Diploma (2003): National Research University Higher School of Economics (department: economics, specialist: Finance and Credit)

## LANGUAGES

---

Russian – mother tongue

English – fluent reading, writing and speaking ability

Spanish – basic speaking ability

German – basic reading and speaking ability

## FIELDS OF INTEREST

---

---

\* Candidate of Science according to Higher Attestation Commission of Russian Federation

Corporate Finance, Research Methods, Quasi-experimental research design, Empirical Economics,  
Sport economics

## CLASSES

---

Doctorate program: *Business Research Methods, Empirical research in Economics*

Master programs: *Strategic Financial Management, Mergers and Acquisitions*

Bachelor programs: *Asset Valuation, New Business Models, Investment Analysis*

## PUBLICATIONS (last 5 years)

---

*Article* Barajas A., Shakina E. A., Gasparetto T. M. At the stadium or at home: the effect of broadcasting matches // *Sport, Business and Management*. 2019. Vol. 9. No. 5. P. 495-505.

*Article* Parshakov P., Shakina E. A. With or without CU: A comparative study of efficiency of European and Russian corporate universities // *Journal of Intellectual Capital*. 2018. Vol. 19. No. 1. P. 96-111.

*Article* Barajas A., Shakina E. A., Fernandez-Jardon Fernandez C. M. Acceleration effect of intangibles in the recovery of corporate performance after-crisis // *Research in International Business and Finance*. 2017. Vol. 42. P. 1115-1122.

*Article* Shakina E. A., Barajas A., Molodchik M. Bridging the gap in competitiveness of Russian companies with intangible bricks // *Measuring Business Excellence*. 2017. Vol. 21. No. 1. P. 86-100.

*Article* Shakina E. A., Molodchik M., Barajas A. Endogenous Value Creation: Managerial Decisions on Intangibles // *Management Research Review*. 2017. Vol. 40. No. 4. P. 410-428.

*Article* Shakina E. A., Barajas A., Parshakov P., Chadov A. L. Status-Quo vs New Strategy in Intangibles // *Journal of Economic Studies*. 2017. Vol. 44. No. 1. P. 138-153.

*Article* Shakina E. A., Barajas A. Intangible-intensive profiles of companies: protection during the economic crisis of 2008-2009 // *Journal of Intellectual Capital*. 2016. Vol. 17. No. 4. P. 758-775.

*Article* Shakina E. A., Barajas A. Intangible-Intensive Profile of a Company: The Key to Outperforming // *Journal of Intellectual Capital*. 2015. Vol. 16. No. 4. P. 1-25.

*Article* Shakina E. A., Molodchik M. Intangible-driven value creation: supporting and obstructing factors // *Measuring Business Excellence*. 2014. Vol. 18. No. 3. P. 87-100.

*Article* Molodchik M., Shakina E. A., Barajas A. Metrics for the elements of intellectual capital in an economy driven by knowledge // *Journal of Intellectual Capital*. 2014. Vol. 15. No. 2. P. 206-226.

*Article* Shakina E. A., Barajas A. The Dynamics of Intellectual Resources During the Economic Crisis // *Economic Research-Ekonomska Istraživanja*. 2014. Vol. 27. No. 1. P. 861-881.

*Article* Shakina E. A., Barajas A. Value Creation through Intellectual Capital in Developed European Markets // *Journal of Economic Studies*. 2014. Vol. 41. No. 2. P. 272-291.

*Article* Barajas A., Shakina E. A. The Contribution of Intellectual Capital to Value Creation // *Contemporary Economics*. 2013. Vol. 7. No. 4. P. 41-56.

*Article* Molodchik M., Shakina E. A., Anna A. Bykova. Intellectual Capital Transformation Evaluating Model // *Journal of Intellectual Capital*. 2012. Vol. 13. No. 4. P. 1-13.

*Article* Shakina E. A., Barajas A. The Relationship between Intellectual Capital Quality and Corporate Performance: An Empirical Study of Russian and European Companies // Economic Annals. 2012. Vol. 57. No. 192. P. 79-98.

*Chapter* Shakina E. A., Bykova A. Intellectual Capital Evaluation: Relationship between Knowledge Management Implementation and Company's Performance, in: Proceedings of the 12th European Conference on Knowledge Management / Науч. ред.: F. Lehner, K. Bredl. Vol. 2. Leeds: Academic Publishing International Limited, 2011. P. 917-929.

*Preprint* Shakina E. A., Barajas Alonso A. A. Intangible-Intensive Profile Of A Company: The Key to Outperforming / Working papers by NRU Higher School of Economics. Series MAN "Management". 2014. No. WP BRP 22/MAN/2014.

*Preprint* Shakina E., Barajas A. The Changing Role Of Intellectual Resources During The Economic Crisis Of 2008-2009 / Working papers by NRU Higher School of Economics. Series MAN "Management". 2014. No. WP BRP 17/MAN/2014.

*Preprint* Shakina E., Molodchik M. A. Intangible-driven value creation: supporting and obstructing factors / Working papers by National research university Higher School of Economics. Series WP BRP 24/FE/2013 "HSE Working papers". 2013.

## **PAPERS UNDER CONSIDERATION FOR PUBLICATION**

---

Shakina E., Parshakov P. Do companies disclose IC in their annual reports? New evidence from explorative content analysis (Minor revision)

Shakina E., Barajas A., Parshakov P., New evidence of contestable market theory: e-sports data (R&R)

Shakina E., Naidenova Yu., Barajas A. Shadow prices for intangible resources (submitted)

Barajas A., Shakina E., Gasparetto Th. Football fans' emotions: uncertainty against brand perception (submitted)

Shakina E., Barajas A. Innovate or Perish: Russian Companies under Crisis (submitted)

Zazdravnykh E., Shakina E. Regional Heterogeneity in Price Level and Competition: Evidence from Russia (submitted)

Shakina E., Parshakov P., Alsyfiyev A. The digital divide: the demand for skills and manifestation of innovations (submitted)

Shakina E., Yudkevich M. Internal Research Grants and Academic Productivity: Empirical Evidence from the Developing Research University (submitted)

## **MANUSCRIPTS IN PREPARATION**

---

Shakina E., Barajas A., Rogova E. Under- and Overinvestment in Intangibles

Shakina E., Parshakov P, Coates D. The downside of a high price: Overvaluation pressure in football

Shakina E., Parshakov P, Coates D. Peer-effects in Football: Evidence from the Transfer Market

Shakina E., Parshakov P., Alsyfiyev A. Does image matter for price? Evidence from professional psychological consultants

Shakina E., Parshakov P., Paklina S., Molodchik M., Barajas A. Demand for Digital Skills: Transformation of Companies Human Resources

## PARTICIPATION IN CONFERENCES

---

*2010:* Transition to Performance Budgeting: Mechanisms of Monitoring and Estimation. 11th Bi- Annual Conference of European Association for Comparative Economic Studies «Comparing Responses to Global Instability». , Tartu, Estonia: University of Tartu, Faculty of Economics and Business Administration.

*2011:* EACES Workshop International Scientific Conference "Market Failures and the Role of Institutions" . Intellectual Capital: Value Drivers and Role of the Institutions in Europe and Russia, 22-24 September, Milocer, Montenegro.

*2011:* 12th European Conference on Knowledge Management. Intellectual Capital Evaluation

Relationship between Knowledge Management Implementation and Company's Performance, 1-2 September, University of Passau, Germany

*2013:* iCARE, NRU HSE-Perm

*2014:* April International Academic Conference on Economic and Social Development, NRU HSE

*2014:* iCARE2, NRU HSE-Perm

*2015:* European Union Future Perspectives: Innovation, Entrepreneurship and Economic Policy, 21-23 May, University of Pula, Croatia

*2015:* April International Academic Conference on Economic and Social Development, NRU HSE

*2015:* iCARE3, NRU HSE -Perm

*2015:* Emerging Markets Conference- 2015: Business and Government Perspectives, 15-17 October, GSOM, Russia

*2016:* EACES Workshop, April International Academic Conference on Economic and Social Development, NRU HSE

*2017:* XX II Workshop on Accounting and Management Control, University of Vigo, Orense

*2017:* April International Academic Conference on Economic and Social Development, NRU HSE

*2017:* XII Gijon Conference on Sports Economics: Sports and Consumer Behavior, University of Oviedo, Gijon

*2017:* XII Gijon Conference on Sports Economics: Sports and Consumer Behavior, University of Oviedo, Gijon

*2017:* Kazan Conference on Economics of Football (dedicated to the Confederation Cup), Kazan Federal University

*2018:* XIII Gijon Conference on Sports Economics: Outcome Uncertainty, Competitive Balance, Leagues and Fans, University of Oviedo, Gijon

*2018:* EURAM 2018, Reykjavik, Iceland

*2018:* Football Economics Conference, HSE and NES, Moscow

*2018:* AMEC 2018, St.Petersburg School of Economics and Management HSE-University, Russia

*2019:* EURAM 2019, Lisabon, Portugal

*2019:* Football Economics Conference, HSE and NES, Baku, Azerbaijan

*2019:* AMEC 2019, St.Petersburg School of Economics and Management HSE-University, Russia

## TRAININGS

---

*2009:* The Scientific and Practical Course in Applied Econometrics" (NES)

*2010:* International Summer School of Bremerhaven (Germany), "Economic and Financial Change" 2010: Certificate BEC Vantage

*2010:* The Scientific and Practical Course in Game Theory" (NES)

*2011:* International Week of University of Vigo (Spain) - Visiting Lecturer, Classes "Relative Valuation", training "GUUGLE Workshop"

*2011:* The Course in Empirical Industrial Organization" (NES)

*2011:* Workshop on Academic Writing (prof. Elko Huizingh (Huizingh Academic Development))

*2012:* Visiting Research Fellow at the Department of Accountancy and Finance, University of Vigo, Orense

*2012:* International Week of University of Vigo (Spain) - Visiting Lecturer, Classes "Business Valuation"

*2012:* Workshop on Academic Writing (NRU HSE)

*2012:* ISEO Summer School "Building the New Economic Welfare after the Crisis", Brescia, Italy, 23-30 June.

*2012:* Workshop on Contract Theory (NES)

*2012:* Internship in the University of Essex (in the frame of launching joint master program), Southend, London, UK, 18-26 November.

*2013:* Visiting Research Fellow at the Department of Accountancy and Finance, University of Vigo, Orense

*2013:* IELTS (Academic)

*2014:* Master program "Management in Higher Education" (NRU HSE) - 2nd year

*2014:* Visiting Research Fellow (18/07-08/08) at the Department of Accountancy and Finance, University of Vigo, Orense

*2014:* Summer School "Structural Estimation in Corporate Finance", Center for Monetary and Financial Studies, Madrid, Spain

*2014:* Russian Summer School on Institutional Analysis, Center for Institutional Studies at NRU HSE (28/06- 04/07)

*2015:* Russian Summer School on Institutional Analysis, Center for Institutional Studies at NRU HSE (27/06- 03/07)

*2015:* Visiting Research Fellow (14/07-05/08) at the Department of Accountancy and Finance, University of Vigo, Orense

*2015:* Visiting Research Fellow (15/10-04/11) at the Department of Accountancy and Finance, University of Vigo, Orense

*2016:* Visiting Research Fellow (20/02-12/03) at the Department of Accountancy and Finance, University of Vigo, Orense

*2016:* Visiting Research Fellow (27/04-17/05) at the Department of Accountancy and Finance, University of Vigo, Orense

*2017:* Visiting Research Fellow (30/04-25/05) at the Department of Accountancy and Finance, University of Vigo, Orense

## **RESEARCH PROJECTS**

---

December 2018 – June 2019: Evaluation of Intangibles of Coca-Cola Company in Russia

July 2018 – present –Competitiveness of and leapfrogging by Russian business on the basis of intangibles (funded by Russian Scientific Foundation)

January 2016 – present –Monitor of intangible resources of companies (MIRC) (funded by Russian Scientific Foundation)

August 2015-December 2017: Competitiveness of Russian Companies in Import Substitution Conditions: the Role of Intangibles (funded by Russian Scientific Foundation)

January 2016-December 2017: Elaboration of the Information Platform: Monitor of Intangibles of Russian Companies (funded by Russian Scientific Foundation)

April - June 2010: Implementation of the Budgeting System and the Balanced Scorecard in Real Estate Company

March - June 2009: Methodology for Value of Fiscal Services for the Administration of the Perm Region· October-November 2008 - Development of the Investment Strategy of Perm

September 2008 Inter-industry Wages System in the Budgetary Institutions of Perm Region

November-December 2007: Transition of Archival Sector to the New Technology

August - November 2007: Socio-economic Development Strategy for Solikamsk in Perm Region for 2008-2018

September - November 2006: Implementation of the Balanced Scorecard for the Development Company

October-December 2006: Development of the Methodological Framework and Business: Venture Fund Establishment

April - September 2005: The Balanced Scorecard for the Oil Company

December 2004 - February 2005: Priorities for Socio-economic Development for the Perm Region