

PAOLA CILLO

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ACADEMIC APPOINTMENTS

Bocconi University

2011- present	Associate Professor, Department of Management and Technology
2021-present	Associate Dean for Claudio Dematté Research Division – SDA Bocconi School of Management
2016-2020	Vice Director of Department of Management & Technology
2003-2011	Assistant Professor, Department of Management and Technology
2001-2003	Post Doc Bocconi University
1996-1997	Research and Teaching Assistant with Scholarship – Istituto di Economia & Gestione delle Imprese

Other Institutions

2008	Visiting Professor of Management, Tuck School of Business at Dartmouth
2006	Visiting Professor of Management, University of Innsbruck
2005	Visiting Assistant Professor – Research - Carlson School of Management, University of Minnesota
1999	Visiting Scholar – Snider Entrepreneurial Research Center, Wharton School, University of Pennsylvania

EDUCATION

- Ph.D. in Business Administration & Management, Università L. Bocconi, 2001
- Laurea Degree (B.A. and M.S.) in Economics & Management - Università L. Bocconi, Summa cum Laude, 1996

RESEARCH AND PUBLICATIONS

Cillo P., Rubera G., 2024. "Generative AI in Innovation and Marketing Processes: A Roadmap of Research Opportunities," *Journal of the Academy of Marketing Science*, forthcoming.

Zanella P., Cillo P., Verona G., 2022. "Whatever you want, whatever you like: How incumbents respond to changes in market information regimes," *Strategic Management Journal*, Vol. 43(7): 1258-1286.

Cillo P., Verona G., 2022. "The Strategic Organization of Innovation. State of Art and emerging Challenges," *Strategic Organization*, Vol. 20(4): 743-756.

Cillo P., Nunes J., Prandelli E., Scopelliti I., 2021. "The Effect of Critical Evaluation on Stylistic Innovation: Debunking the Myth of Designer as Dictator," *Advances in Strategic Management*, Vol. 42: 171-197.

Cillo P., Priem R., Verona G., Zanella P., 2021. "Consumer-Ceo Interaction as Catalyst For Business Model Innovation in Established Firms," *Journal of Business Research*, Vol. 131: 241-253.

Cillo P., Griffith D. A., Rubera G., 2018. "The New Product Portfolio Innovativeness-Stock Returns Relationship: The Role of Large Individual Investors' Culture," *Journal of Marketing*, Vol. 82(6): 49-70.

Scopelliti I., Cillo P., Busacca B., Mazursky D., 2014. "How Do Financial Constraints Affect Creativity?," *Journal of Product Innovation Management*, Vol. 31 (5): 880-893. *Lead article in the issue.*

Cillo P., De Luca L., Troilo G., 2010. "Market Information Approaches, Product Innovativeness, and Firm Performance. An Empirical Study in the Fashion Industry", *Research Policy*, Vol. 39: 1242-1252.

Scopelliti I., Cillo P., Mazursky D., 2010. "Effects of Priming and Processing Fluency on the Evaluation of Design". *Advances in Consumer Research*, Volume 37, eds. Margaret C. Campbell, Jeff Inman, and Rik Pieters, Duluth, MN: Association for Consumer Research.

Cappetta R., Cillo P., 2008. "Managing Integrators where Integration Matters: Insights from Symbolic Industries". *International Journal of Human Resource Management*, 19(12): 2235-2251.

Cillo P., Verona G., 2008. "Search Style in Style Searching: Learning Exploration Strategies from Fashion Firms". *Long Range Planning*, 41: 650-671.

Vicari S., Verona G., Cillo P., 2007. "The Interlink Between Resources and Capabilities. Towards a Theoretical Frame for the Development of Dynamic Capabilities". *International Journal of Learning and Intellectual Capital*, Vol. 4: 111-131 (Special Issue on Dynamic Capabilities Eds. Patricia Ondonez-Pablos Margie Peteraf).

Cappetta R., Cillo P., Ponti A., 2006. "Convergent Designs in Fine Fashion. An Evolutionary Model for Stylistic Innovation". *Research Policy*, November, Vol. 35: 1276-1290.

Cillo P., 2005. "Fostering Market Knowledge Use in Innovation. The Role of Internal Brokers". *European Management Journal*, 23(4): 404-412.

Italian Journals

Cillo, P., Grossetti, F., Rubera, G., 2022. "Quando le immagini diventano un serbatoio di dati per le aziende." *Economia e Management*, 4: 64-68.

Cillo, P., Rubera, G. 2021. "Come creare valore con l'economia dei dati." *Economia e Management*, 2: 13-16.

Cillo P., Prandelli E., 2020. "A ogni campagna il suo influencer." *Economia e Management*, 4: 75-80.

Scopelliti I., Cillo P., Busacca B., Mazursky D., 2016. "Quando la necessità aguzza l'ingegno. L'impatto dei vincoli finanziari sulla creatività." *Micro & Macro Marketing*, 25(1).

Cillo P., 2016. "La variabile critica nelle scelte di innovazione". *Economia & Management*, n.4.

Cillo P., Prandelli E., 2015. Social CRM: Quando i big data rafforzano i legami con i clienti. *Economia & Management*, n.1.

Cillo P., Prandelli E., 2012. "Come la critica influenza le scelte di cambiamento delle imprese: Un'analisi longitudinale sull'innovazione stilistica nel settore della moda". *Finanza, Marketing, Produzione*, n.1: 69-92.

Scopelliti I., Cillo P., Mazursky D., 2011. "Stupire o Persuadere? Strategie di Lancio di un Nuovo Stile nel Settore della Moda". *Economia & Management*, n.5, September, pp: 1-16.

Cillo P., Verona G., 2010. Artista o Trendsetter? Il dilemma dell'innovatore nell'industria del lusso. *Economia & Management*, n. 2, March.

Vicari S., Cillo P., Verona G., 2005. "Capacità Creativa e Innovazione. Un Modello Interpretativo Resource-Based". *Sinergie*, June.

Cillo P., 2006. "The Role of Market Knowledge in Sustaining Innovation. Evidence from the Fashion Industry". *Sinergie*, n.26, April.

Cillo P., De Luca L., Mazursky D., Troilo G., 2005. "Orientamento al mercato e innovazione nei settori creativi. Una ricerca nel settore della moda". *Finanza, Marketing e Produzione*, n.1.

Busacca B., Cillo P., 2004. "Le priorità del marketing management: una prospettiva europea". *Mercati e Competitività*, n.1.

Busacca B., Cillo P., 2004. "Trend in Marketing. I Risultati di una Ricerca Esplorativa sulle Imprese Europee". *Economia & Management*, n.4.

Cillo P., 2003. "Market learning capability: A framework to sustain innovation through market knowledge". *Finanza, Marketing e Produzione*, n.2 (in english).

Cillo P., Troilo G., 2002. "Rovistare nel Passato per Progettare il Futuro: Evidenze da un Campione di Aziende Italiane". *Economia & Management*, n.3.

Cillo P., Troilo G., 2002. "Il ruolo del senso di appartenenza nell'evoluzione dei distretti industriali: una proposta metodologica". *Finanza, Marketing e Produzione*, n.1.

Cappetta R., Cillo P., Ponti A., 2001. "L'innovazione nel pret-à-porter: un'analisi longitudinale di Vogue Italia (1984-1999)". *Economia & Management*, n.3, "Economia & Management" Best Article Award (2000-2003).

Castaldo S., Cillo P., 2001. "Le strategie di accrescimento delle risorse fiduciarie nel retailing: il ruolo delle carte fedeltà". *Industria & Distribuzione*, n.1.

Cillo P., Padula G., 2001. "La market orientation nel business to business. Il caso Alcantara". *Micro & Macro Marketing*, n.1.

Castaldo S., Cillo P., 2000. "Trust-oriented marketing. La nuova frontiera del loyalty management nelle imprese commerciali". *Economia & Management*, n. 6.

Cillo P., Lanza A., 2000. "La costruzione dell'identità di marca: il caso Diesel". *Micro & Macro Marketing*, 1.

Books

Bertoli G., Castaldo S., Cillo P., Troilo G., Verona G. (ed.), 2022. *Innovazione e Management*, Egea, Milano.

Vicari S., Cillo P., Raccagni D., 2013. *Product Innovation. Dall'idea al lancio del nuovo prodotto*. Egea, Milano.

Cillo P., 2004. *Innovazione e Mercato*. Carocci, Roma.

Chapters in Refereed International Books

Bertoli G., Castaldo S., Cillo P., Troilo G., Verona G., 2022. "L'evoluzione del pensiero scientifico di Salvio Vicari" in Bertoli G., et al., *Innovazione e Management*, Egea, Milano.

Busacca B., Cillo P., Mazursky D., 2008. "From Market Research to Creativity Templates. Managing tacit Knowledge for Ideation". Tollin K., Carù A., *Strategic Market Creation: Realizing Radical Innovation from a marketing Perspective*. John Wiley & Sons Ltd.

Vicari S., Cillo P., 2005. "Developing a Brokering Capacity within the Firm. The Enactment of Market Knowledge". In Renzl B., Matzler K., Hinterhuber H., (eds.), *The Future of Knowledge Management*. Palgrave, London: pp. 184-204.

Chapters in Refereed Italian Books

Cillo P., Prandelli E., 2022. "La costruzione di risorse di fiducia nelle relazioni parasociali: Il ruolo di influencer reali e virtuali nei contesti digitali". Bertoli G., Castaldo S., Cillo P., Troilo G., Verona G. (a cura di) *Innovazione e Management*, Egea, Milano.

Cillo P., Rubera G., 2018. "L'Innovazione come Leva Strategica per Attrarre e Trattenere gli Investitori", in Busacca B., Costabile M. (a cura di), *Marketing una Disciplina Fantastica: Omaggio a Enrico Valdani*, Egea, Milano.

Cillo P., Prandelli E., 2018. "Far Leva sulla Creatività dei Consumatori per Alimentare con Continuità il Processo Innovativo: Evidenze Empiriche dal Settore Moda", in Busacca B., Costabile M. (a cura di), *Marketing una Disciplina Fantastica: Omaggio a Enrico Valdani*, Egea, Milano.

Cillo P., Prandelli E., 2012. "Innovation in Symbolic Industries. The Influence of Critical Audience's Evaluations on Fashion Companies' Behavior." In: Carù A., Borghini S., Golfetto F., Pace S., Rinallo D., Visconti L., Zerbini F. *Prodotto, consumatore e politiche di mercato quarant'anni dopo*. Scritti in onore di Stefano Podestà, EGEA, Milano.

Cillo P., Verona G., 2009. "Lo Sviluppo di Nuovi Prodotti". In Castaldo S., (Ed.) *Marketing e Fiducia*, Il Mulino, Bologna.

Castaldo S., Cillo P., Zerbini F., 2006. "Strategie e strumenti per lo sviluppo della relazione con i clienti". In Castaldo S.(ed.) *Commercio e Canali Distributivi*, Egea, Milano.

Busacca B., Cillo P., 2003. "Marketing, Innovazione, e Creatività". In Goldenberg J., Mazursky D., *Creatività e Innovazione di Prodotto*. Italian Edition edited by Busacca B., Cillo P. Etas, Milano.

Cillo P., Ostillio M.C., 2003. "Internet customer database: costruzione, gestione e struttura di un sistema informativo sul cliente in rete". In Scott W.G., Murtula M., Stecco M. (Eds.) *Il management nell'economia digitale*, IlSole24Ore, Milano.

Castaldo S., Cillo P., 2002. "Dinamica relazionale ed evoluzione della fiducia: un modello per la progettazione dei programmi fedeltà". In Castaldo S., Mauri C. (Eds.) *Il Loyalty management nella Distribuzione Moderna*. Egea, Milano.

Castaldo S., Cillo P., 2002. "I Loyalty Programs nel Retail in Italia: Un'analisi empirica". In Castaldo S., Mauri C. (Eds.) *Il Loyalty management nella Distribuzione Moderna*. Egea, Milano.

Cillo P., 2002. "Brokeraggio di conoscenza e creatività. Nuove competenze nell'economia della connessione". In Valdani E., Ordanini A., Verona G. (Eds.) *L'impresa e-Based*. Egea, Milano.

Cillo P., Verona G., 2001. "Il Marketing Digitale". In Vicari S. (Ed.), *Il Management nell'era della connessione*. Egea, Milano.

Cillo P., Prandelli E., 2001. "Metamediazione: gestire le interazioni in un'economia virtuale". In Vicari S. (Ed.), *Il Management nell'era della connessione*. Egea, Milano.

Cillo P., 2001. "La creatività nell'economia della virtualità". In Vicari S. (Ed.), *Economia della Virtualità*. Egea, Milano.

Castaldo S., Cillo P., 2001. "La costruzione di relazioni fiduciarie mediante la carta fedeltà". In Castaldo S. (Ed.), *Retailing & Innovazione*. Egea, Milano.

Cillo P., Soda G., 2001. "La Social Network Governance nella Musica Popolare". In Salvemini S., Soda G. (Eds.), *Artwork & Network*. Egea, Milano.

PROFESSIONAL ACTIVITIES

- Track Co-Chair – (jointly with Luigi De Luca, University of Cardiff) – Journal of Product Innovation Management Research Forum 2020
- Track Chair – Marketing and Technology (jointly with R. Chandy) – American Marketing Association 2011 Winter Educators' Conference
- Member of the American Marketing Association since 2007
- Member of the Strategic Management Society since 2000
- Member of the Academy of Management since 1999

Member of the Editorial Board of *Journal of Product Innovation Management* since December 2019.

Ad hoc reviewer for: Management Science, Strategic Management Journal, Organization Science, Research Policy, Journal of Product Innovation Management, Journal of Management and Governance, Industrial and Corporate Change, Long Range Planning, Industry & Innovation.

TEACHING

BOCCONI UNIVERSITY

Undergraduate School

- Gestione dell'Innovazione, della Tecnologia e delle Operations – Corso di Laurea in Economia Aziendale e Management (2003-present)
- Management of Fashion Companies (2011-2014)
- New Market Creation (2002-2005)

Graduate School

- Innovation in the Data Economy – MSc in Marketing Management (2022-present)
- Innovation and Marketing Analytics - MSc in Data Science and Business Analytics (2018-2021)
- Community-based Innovation and Strategy (campus abroad UCLA – Summer 2014 and Summer 2015)
- Innovation Management - MSc in Economics and Management of Innovation & Technology (2011-2016)
- Product Innovation & Marketing Creation – MSc in Marketing Management (2005-2011)
- Marketing Analytics – MiMeC (2019-present)
- Creativity and New Product Development – MiMeC (2002-2006; 2010-2019)

SDA Bocconi School of Management

Full Time MBA

- Ideating & Launching Innovation – MBA Concentration in Luxury Business Management (2012-present)
- Ideating & Marketing New Products (2005-2023)

Executive Master in Marketing & Sales (EMMS)

- Marketing Creativity & Innovation (2008-present)

Executive Master in Business Administration (EMBA)

- Concentration in Made in Italy (2019-present)

PhD in Business Administration & Management

- Technology and Innovation Management (2016-2022)

OTHER INSTITUTIONS

- MBA Course “New Product Development” – Tuck School of Business at Dartmouth – 2008 Winter Term
- Bachelor Course “Innovation and New Product Development” – University of Innsbruck – December 2006

INSTITUTIONAL ROLES AND SERVICE AT BOCCONI UNIVERSITY

2022-present Observer at the Research Committee (ReCo) Bocconi University

2021- present	Member of the Executive Committee of the Dept. of Management & Technology as SDA Bocconi Associate Dean for Research
2021-present	Associate Dean for Claudio Dematté Research Division, SDA Bocconi School of Management
2017-2020	Member of the Research Team of the Gucci Research Lab on Innovation and Creativity in Creative Industries
2016-2020	Member of the Executive Committee of the Dept. of Management & Technology as Deputy to the Director
2016-2022	Liasion Officer SDA Bocconi for the Department of Management & Technology
2016-2022	Coordinator Concentration in Luxury Business Management FT MBA
2016-2016	Member of the team for the design of the Master of Science program in Data Science and Business Analytics
2014 -2015	Member of the team for the design of the Bachelor program in Economics, Management and Computer Science
2013-2016	Member of the Executive Committee of the Dept. of Management & Technology as Deputy to the Faculty
2013- 2015	Member of the Committee nominated by the Rector (A. Sironi) for the revision of Bocconi website
2011-2016	Director MSc Economics and Management of Innovation and Technology, Università L. Bocconi
2010 – 2011	Deputy Director MSc Economics and Management of Innovation and Technology, Università L. Bocconi
2010-2013	Member of the Teaching Committee of Dept. of Management & Technology
2010-2012	Coordinator of the Seminar Series of the Dept. of Management & Technology and of the Kites Research Center (now ICRIOS)
2004- 2008	Representative Member of Ricercatori, Università L. Bocconi
2003-2004	Assistant to the Director of Bachelor Program in Business Administration (Cleam), Università L. Bocconi

Service

I have been asked to present in several events organized by the University, including:

- Bocconi Assembly for Innovation and Cooperation (BAIC) – By-invitation only Conference (2019, 2022, 2023) – Organizing Committee
- 120BIT – Bocconi Institutional Training – Session on Research – November 7, 2022
- Seminar on Data Driven Innovation for SDA Bocconi Rome Alumni – October 14, 2022
- FTXBocconi Podcast, September 2022 – Podcast on Innovation in Luxury
- Seminar Broaden Your Frame, May 5, 2022 – Presentation on Disruption in the Music Business
- Kering Challenge* on the Financial Impact of Sustainability for MSc and MBA students – February-May 2022 (the challenge has generated a donation of €100K for scholarships for students in the MSc in Transformative Sustainability) – Organizer, Speaker, and Judge

- FTXBocconi Talent Challenge – Milan, February 7, 2022 – Speaker and judge
- FTXBocconi Talent Challenge – London, 31/01-3/02 2020 – Speaker and judge

HONORS AND AWARDS

- Runner Up for the EMAC Conference Best Dissertation Paper Award with the paper “Effects of Priming and Processing Fluency on the Evaluation of Design” (coauthors: I. Scopelliti, D. Mazursky) - 2011
- Runner Up for the EMAC Conference Best Dissertation Paper Award with the paper “Does Exposure to Concept Products Affect Consumer Judgment of Marketed Products?” (coauthors: I. Scopelliti, D. Mazursky) - 2009
- Awarded “Excellence in Research” – Bocconi University – 2022, 2018, 2015, 2013, 2011, 2008
- Award “Best Multimedia Case SDA Bocconi” for “Tetra Pak: The Launch and Repositioning of Tetra Prisma Aseptic Worldwide” (coauthors: S. Vicari, L. De Luca) – ECCH 507-106-0 - 2005
- Runner Up for Strategic Management Society Conference Best Paper Award with the paper “Dominant Designs in Fine Fashion: An Evolutionary Model for Symbolic Innovation” (coauthors: R. Cappetta, A. Ponti) - 2004
- Award “Best Management Paper” *Economia & Management* (2000-2003) for the paper “Innovation in pret-à-porter: A longitudinal study on Vogue Italia (1984-1999)” (coauthors: R. Cappetta, A. Ponti) – 2003

RECENT INVITED AND CONFERENCE PRESENTATIONS

Academy of Management Conference – Chicago, USA – August 2024 - Invited Panelist at PDW “Studying Creative Industries: Challenges and Opportunities”

Academy of Management Conference – Boston, USA – August 2023

Invited Panelist at PDW “Cross-pollination between Strategy and Organization Research: Where to From Here?”

Invited Panelist at the Symposium “Studying the Fashion Industry: Opportunities and Challenges”

Owner as Strategists Conference – Bocconi University and University of St. Gallen (online) – June 2022 - Invited Speaker on “Reinventing the Firm Around Technology”

Strategic Management Society – London – September 2020 – “How Incumbent Firms Respond to a Change in the Market Information Regime” (co-authors: Gianmario Verona e Paola Zanella)

Academy of Management Conference – Boston, USA – August 2019

“How Leading Incumbents React to Digitization in The Music Business” (co-authors: Gianmario Verona e Paola Zanella)

“Carving Innovation: Effects of Different Search Modes on Quality of New Products” (co-author: Alessio Delpero)

Creative Industries Conference – HEC Paris, France – June 2019 - Paper presented “Creative Couplings or Dual-Role Soloists? Igniting Creativity to Drive the Success of Fashion Brand” (co-authors: Isabella Pozzo and Frédéric Godart)

Academy of Management Conference – Chicago, USA – August 2018 – “Digitization and Incumbents Strategies in the Music Industry” (co-authors: Gianmario Verona e Paola Zanella)

Strategic Management Conference – Houston, USA – September 2017 – “How Leading Incumbents Sustain Performance in Face of Technological Change in the Music Industry” (co-authors: Gianmario Verona e Paola Zanella)

Academy of Management Conference – Atlanta, USA – August 2017 – “Good for Attraction, Bad for Retention? Investors' Reaction to Product Innovativeness” (co-author: Gaia Rubera)

AMA Winter Educators Conference – Orlando (FL) – February 2017 – “The Effect of Innovation on Investor Acquisition and Retention” (co-author: Gaia Rubera)

Strategic Management Conference – Berlin - September 2016 – “How Firms Sustain Performance in Face of Technological Change in the Music Industry” (co-authors: Gianmario Verona e Paola Zanella)

Academy of Management Conference – California, USA – August 2016 – “The microfoundations of customer involvement in business model ideation and development” (co-authors: Gianmario Verona e Paola Zanella)

Strategic Management Conference – Denver, USA – September 2015 – “Understanding and Involving Consumers in Value Creation: A Conceptual Frame for Strategic Management Studies” (co-authors: Gianmario Verona e Paola Zanella)

Academy of Management Conference – Toronto, Canada – August 2015 – “Understanding and involving consumers in value creation: A conceptual frame” (co-authors: Gianmario Verona e Paola Zanella)

MOST RECENT NON-ACADEMIC ACTIVITIES

Scientific Advisor for the project “The New Generation of Clouds based on XaaS-Everything-as-a-Service” developed by HPE with the *International House Ambrosetti* (Sept.-Dec., 2021).

Snack News, event organized by *Corriere della Sera* and Bocconi University, Speaker, (October, 2021).

Invited Speaker on “Cultural Transformation and Organizational Innovation” for the *Ruling Companies*, October 6, 2021.

Invited Speaker for the Conference “La nuova generazione del Cloud basata su XaaS-Everything-as-a-Service”, HPE and the *International House Ambrosetti*, Rome, December 2, 2021.

Columnist for *Le Grand Mag*, March/July/October 2022 and March/July 2023.