

## Curriculum Vitae

**PAOLA CILLO**

### **Office**

Department of Management & Technology

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### **Current Academic Position**

Associate Professor, Department of Management & Technology, Bocconi University (as of March 2011)

Director of the Concentration in Luxury Business Management of the Full Time Master in Business Administration & Management

Senior Professor at SDA Bocconi School of Management and Liason Officer for the Department of Management & Technology.

### **Degrees**

- 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

### **Previous employment positions**

#### **Bocconi University**

03/2011- Present Associate Professor of Management

2003-2011 Assistant Professor of Management

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

## **Institutional roles and services at Bocconi University**

2016- Present	Member of the Executive Committee of the Dept. of Management & Technology as Deputy to the Director
2013-2016	Member of the Executive Committee of the Dept. of Management & Technology as Deputy to the Faculty
2011-2016 (Aug.)	Director MSc in Economics and Management of Innovation & Technology
2010 (Nov.)- 2011	Deputy Director MSc in Economics and Management of Innovation & Technology
2010-2013	Member of the Teaching Committee of Dept. of Management & Technology
2010-2012	Responsible of the Seminar Series of the Department of Management & Technology and of the KITES Research Center
2004- 2008	Representative Member of Ricercatori
2003-2004	Assistant to the Director of Bachelor Program in Business Administration (Clean)

## **Scientific Committee membership and service**

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

- 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

## Research and International Publications

My research focuses on three main areas:

- Dynamics of innovation in symbol-intensive industries
- Usage of
- Investors' response to innovation

### *Articles*

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.

### *Paper Submitted and Revise & Resubmit*

Scopelliti I., Cillo P., Mazursky D., 2016. "Effects of Visually Exaggerated Primes on Processing Fluency and Judgment"

Cillo P., Priem R., Verona G., Zanella P., 2015. "Beyond "Faster Horses!" How Certain Potential Consumers Can Help Firms' Top Manager Strategists and Middle Managers Develop, Evaluate and Implement De Novo Value Propositions"

Cillo P., Griffith D., Rubera G., 2017. "Do Investors from Differing National Cultures Reward or Punish a Firm Equally for New Product Innovativeness?"

Cillo P., Rubera G., 2017. "Good for Attraction, Bad for Retention? The Effect of Innovativeness on Investors"

Cillo P., Prandelli E., Becceril R., Nunes J., Scopelliti I., 2018. "The Impact of Critical Feedback on Trends in Fashion".

### Articles in Italian Journals

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*, n1 Marzo: 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*, January, 1.

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

### ***Refereed Italian Books***

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

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

### ***Chapters in Refereed International Books***

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., Emanuela Prandelli (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., Ostilio 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.

### **Major research grants**

- PRIN 2007 - 2007SH9F9S\_002 (funds € 22.059) – "Creatività del Consumatore e Coinvolgimento nel Processo di Innovazione" – Responsabile Scientifico dell'Unità di Ricerca
- PRIN 2003 - 2003133874\_001 (funds €41.300) – "Innovazione e mercato: il ruolo delle nuove tecnologie nell'integrazione della conoscenza dei consumatori nel processo di sviluppo di nuovi prodotti" – Partecipante al Programma (Resp. Unità Scientifica: S.Vicari).

### **Invited Presentations**

- *University of Grenoble, France*, The Effect of Critical Evaluation on Aesthetic Innovation: Debunking the Myth of Designer as Dictator, January 2015.
- *The Hebrew University of Jerusalem, Israel*, Innovation in Low-tech Industries: The Case for Fashion, January 2005.
- *Carlson School of Management, U. Of Minnesota, Italy*, Innovation in Symbolic Industries, September 2005.

- *Università della Calabria, Campus di Arcavacata, Cosenza. High-tech and high touch Innovations, May 2004.*

### **Conference Presentations**

*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)*

*Strategic Management Conference – Madrid, Spain – September 2014 – “Innovation as Value Creation. Unveiling the Microfoundations Consumer/Producer Interactions for Strategy Studies” (co-authors: Gianmario Verona e Paola Zanella)*

*Academy of Management Annual Conference – Orlando Florida – August 2013 – “How Fashion Designers Develop New Styles: Creative Epiphany Versus Market Feedback” (Co-authors: Dreze X., Nunes J., Prandelli E., Scopelliti I.)*

*European Marketing Academy Conference, Lisbon – May 2012 – “A Glance at the Future: Effects of Anticipated Disclosure of New Products Concepts” (coauthors: I. Scopelliti, D. Mazursky)*

*American Marketing Association California, USA – August 2011 – “Does Exposure to Concept Products Affect Consumer Judgment of Marketed Products” (coauthors: I. Scopelliti, D. Mazursky)*

*European Marketing Academy Conference, Slovenia – May 2011 – “Does Exposure to Concept Products Affect Consumer Judgment of Marketed Products” (coauthors: I. Scopelliti, D.*

Mazursky); “Financial Constraints And Individual Antecedents Of Creativity In Problem Solving” (coauthors: : I. Scopelliti, D. Mazursky, B. Busacca)

*Advances in Consumer Research* Florida, USA – October 2010 - “Does Exposure to Concept Products Affect Judgment of Marketed New Products?” (coauthors: I. Scopelliti, D. Mazursky)

*Strategic Management Society* – Rome – September 2010 – “Innovation Patterns in Global Fashion: Firm’s Behavior and the Influence of Critical Audience Evaluation” (co-author: E. Prandelli)

*Egos Conference – Lisbon* – July 2010 – “Identity and Conduct in Global Fashion: The Influence of Critical Audience Evaluation on Firms’ Innovation Patterns” (co-author: E. Prandelli)

*Emac Conference* – Copenhagen – June 2010 – “Shock ‘n’ Shop: Exaggeration and Structural Alignment in A New Design Launch”(coauthors: I. Scopelliti, D. Mazursky)

*Society for Consumer Psychology* USA – February 2010 - “Effects of Exaggerate Priming and Processing Fluency on the Evaluation of Design” (coauthors: I. Scopelliti, D. Mazursky)

*Advances in Consumer Research* Pittsburgh, USA – October 2009 - “Effects of Priming and Processing Fluency on the Evaluation of Design” (coauthors: I. Scopelliti, D. Mazursky)

*Marketing Science Conference* Ann Arbor, USA – June 2009 - “Explaining Pattern in Foreign Market Launch” (coauthors: R. Chandy, C. Noordhoff, J. Prabhu)

*Emac Conference* Nantes, France – May 2009 – “Effects of Priming and Processing Fluency on the Evaluation of Design” (coauthors: I. Scopelliti, D. Mazursky)

*Marketing Science Conference* Vancouver, Canada – June 2008 - “Designing Coolness: Brand Building in the Global Fashion Industry” (coauthors: R. Chandy, J. Prabhu, O. Narasimhan)

*American Marketing Association* Austin, TX, USA – February 2008 – “Designing Coolness: Brand Building in the Global Fashion Industry” (coauthors: R. Chandy, J. Prabhu, O. Narasimhan)

*Academy of Management Annual Conference* Philadelphia, USA – August 2007 “Managing Integrators where Integration: Insights from Symbolic Industries” (coauthor: R. Cappetta).

*Academy of Management Annual Conference* Philadelphia, USA – August 2007 “Search Styles in Style Searching: Learning Exploration Strategies from Fashion Firms” (coauthor: G. Verona).

*Academy of Management Annual Conference* Hawaii, USA – August 2005 “Harmonizing the Organizational System of Meanings: The Power of Stylistic Innovation” (coauthor: Rossella Cappetta).

*Workshop on “Heterogeneity and Performance”* Sisei-CUEIM, Università della Calabria – Campus di Arcavacata, July 2005 “Sustaining Innovation through Market Knowledge. Evidence from the Fashion Industry”.



*Sinergie*, Verona “Risorse di innovazione e creatività” – presentation by S. Vicari, eds. S. Vicari, P. Cillo e G. Verona.

*Academy of Management Annual Conference* New Orleans, USA – August 2004 “Is Market Orientation Bad for Innovation? An Empirical Study in the Fine Fashion Industry” (co-authors: Luigi De Luca, David Mazursky, e Gabriele Troilo).

*Academy of Management Annual Conference* New Orleans, USA – August 2004 “Convergent Design in Fine Fashion: An Evolutionary Model for Symbolic Innovation” (coauthors: Rossella Cappetta, Anna Ponti).

*Strategic Management Society Conference* Puerto Rico, USA – November 2004 “Dominant Designs in Fine Fashion: An Evolutionary Model for Symbolic Innovation” (coauthors: Rossella Cappetta, Anna Ponti).

*Emac Conference* Murcia, Spain – May 2004 “Antecedents to Corporate Reputation and its Impact on Performance: Empirical Evidence from the Fashion Industry” (coauthors: Gabriele Troilo, David Mazursky, e Luigi De Luca).

*Academy of Management Annual Conference* Seattle, USA – August 2003 “Sustaining innovation through market knowledge. Evidence from the fashion industry” (coauthor: Gabriele Troilo).

*Marketing Science Institute Conference* Baltimore, Maryland, USA – June 2003 “The limits of market orientation: Identifying the aspects that accelerate innovation versus those that impede it” (coauthors: Gabriele Troilo, David Mazursky, e Luigi De Luca).

*23rd Strategic Management Society Annual International Conference*, Baltimore, USA – November 2003 “Enhancing organizational innovativeness through forward-looking market orientation. An empirical study in the fashion industry” (co-authors: Luigi De Luca, David Mazursky, Gabriele Troilo)

*22nd Strategic Management Society Annual International Conference*, Parigi, Francia – September 2002 “Retrospective and Forward-looking Market Orientation among Innovative Companies. Evidence from the Fashion Industry” (co-authors: David Mazursky, e Gabriele Troilo)

*Emac Conference*, Braga, Portugal – May 2002 “Retrospective and forward-looking market orientation among innovative companies: Some empirical evidence from the fashion industry”. (co-authors: David Mazursky e Gabriele Troilo).

*Conference “Marketing Trends in Europe”* Paris, France, 2002 “Market Learning Capability for Innovation. An Explorative Study in the Fashion Industry”.

*21<sup>st</sup> Strategic Management Society Conference* San Francisco, CA, USA, 2001 “Catching the innovation wave in low-tech environments: A longitudinal empirical study in the fashion industry” (co-author: Rossella Cappetta).

*Academy of Management Annual Conference* Washington, USA, 2001 “Patterns of Stylistic Innovation: An Empirical Analysis of the Evolution of Style in Pret-a’-Porter between 1984-1999” (co-author: Rossella Cappetta).

*Emac Conference* Bergen, Norway, 2001 “From infomedia to metamediation: Managing Interactions in a Digital Environment” (co-author: Emanuela Prandelli).

*Sisei - L'impresa e-based nella nuova economia digitale*, Università Bocconi, Milano, 2001 “Brokeraggio di conoscenza e creatività: Nuove competenze nell’economia della connessione”.

*Conference “Marketing Trends in Europe”*, Venezia, 2000. “Conquistare la fiducia del cliente. La nuova frontiera del loyalty management nelle imprese commerciali” (co-author: Sandro Castaldo).

*IMP Conference* Dublin, Ireland 1998 “Network Structure and Social Mechanisms: The Case of the Italian Popular Music District” (co-author: Giuseppe Soda).

*5th Recent Advances in Retailing & Services Science Conference*, Baveno, Italia, 1998 “Creating resources through fidelity cards in retailing” (co-author: Sandro Castaldo)

*International Conference on Economics and Policies of Innovation and II International Workshop on Innovation, SMEs and Local Development*, Cremona, Italia, 1997 “La definizione dei confini di un distretto: un approccio cognitivo” (co-author: Gabriele Troilo)