

## PAOLO BOCCARDELLI



### Areas of expertise

- **Corporate and business strategy**
- **Digital Transformation**
- **Banking and Finance**
- **Telecommunication and IT**
- **Regulated sectors**

### Full Professor of Management and Corporate Strategy at Luiss University (since 2004)

- Teaches in Bachelor and Master Programs at Luiss University, MBA, PhD in Management and Executive programs at Luiss Business School.

### Director of the Research Center in Strategic Change «Franco Fontana», Luiss University

- The Research Center deals with the impact of Digital transformation and ESG on companies, sectors, markets and society in general.
- The Research Center brings together scholars from various disciplines and collaborates with the largest Italian and international companies and organizations, with the aim of representing an agora for open discussion to support the country and its institutions in tackling the main transformative challenges.

### President of the Supervisory Board and founder member of Scuola Politica “Vivere nella Comunità”

- The School, without any political orientation, founded by prof. Pellegrino Capaldo and prof. Sabino Cassese, aims to educate talented young people as civil servants focusing on skills, meritocracy and service to the country.
- Every year the School with its prestigious Supervisory Board organizes a program of excellence, with the aim of educating the future civil servants not only in the sphere of political skills but also in managerial, economic-financial, civic and social ones.

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### **He has served as Dean of the Luiss Business School from 2015 to May 2022**

- Since May 2022 an assignment entrusted by the Luiss Board of Directors, for the management of the University School in the business and management area, a division characterized by academic and managerial autonomy and with a dedicated staff (50 core faculty professors, 80 adjunct professors, 80 employees and professional staff) distributed among the offices in Rome, Milan, Belluno and Amsterdam.
- The School has implemented a restructuring and development process with significant growth in turnover and EBITDA (CAGR 18% and 28% respectively).
- During his tenure as Dean, Luiss Business School has achieved EQUIS and AMBA Certification.
- He was Chief Executive Officer, Luiss Business School BV (2021) and Amsterdam Fashion Academy BV (since 2020).

### **Professional roles and assignments**

- **Independent Member** elected by the shareholders' meeting of 2021 from the minority list proposed by **Assogestioni** in the **Board of Directors of TIM Spa, IT**
  - Chairman of the Related Parties Committee and Member of the Control and Risk Committee
- **Member of the Board of Directors of Energee3 S.r.l.**
- **Member of the Board of Directors of Fondazione Nuovo Millennio**
- **President of the Commissione di Vigilanza sulle Società di Calcio Professionistiche (Co.Vi.Soc.)**
- **Member of the EQUIS Committee, BL**
  - Committee composed of management education experts, serving as an advisory body to EFMD and the Directors of EQUIS on the development, implementation, and operation of the system, including advice on strategic policies, criteria, and processes. The Committee deliberates on the eligibility of Schools wishing to initiate the EQUIS accreditation process.

### **Previous professional roles**

- **Independent Member of the Board of Directors of UBI Banca, IT**
  - President of the Remuneration Committee of UBI Banca
- **Independent Member of the Board of Directors of UBISS Scarl** (Service and IT management company of the UBI Banca Group)
- **Member of the Board of Directors of AACSB** (Association to Advance Collegiate Schools of Business), US
  - Member of the Audit Committee and the Innovation Committee
- **CEO and Managing Director at Luiss Business School BV, NL**
- **CEO and Managing Director at The Amsterdam Fashion Academy BV**, controlled by Luiss Business School BV, NL
- **Component of the steering committee about the Governance for the reform of the Football System at Federazione Italiana Giuoco Calcio (FIGC).**
- **Independent Member of the Board of Directors of Advance SIM, IT**
- **Independent Member of the Board of Directors of Replycare, IT**
- **Director of the Board of Directors of L.Com** (subsidiary of Luiss more recently incorporated into Luiss4Growth)

### **Academic roles**



- Member of the Scientific Committee of Centro Economia Digitale
- Member of the Scientific Committee, Fondazione Lucio Papirio (publications and research on NPL and banking)
- Member of the International Advisory Board, Leeds University Business School
- Member of the International Advisory Board, Universidad Pompeu Fabra - Barcelona School of Management
- Vice President of the Steering and Supervisory Committee of CUEIM - Consorzio Universitario di Economia Industriale e Manageriale (University Consortium of Industrial and Managerial Economy).
- Designated Expert of International Standing at the Australian Research Council
- Chairman of the Advisory Board of the Lars Magnus Ericsson Foundation
- Until 2022 Member of the Nucleo di Valutazione federato of the Scuola Normale Superiore-Scuola Superiore Sant'Anna-Scuola Universitaria Superiore of Pavia
- Until 2020 Member of the International Advisory Board of the Amsterdam International Business School

**Renowned speaker at International Conferences** (Strategic Management Society, Academy of Management, Continuous Innovation Network, Eduniversal Convention, European Foundation for Management Development, AACSB), he is the author of many scholarly publications in the field of **strategic management, innovation, digital and ICT, video entertainment and business model innovation**. He wrote the heading "Creative Industries" of the Palgrave Dictionary on Strategic Management

### Consulting projects

Consulting activities as a freelance or as a member in teams established by Luiss Business School in the following areas:

- Financial Services & Banking
- Digital and Telco
- Manufacturing, and steel industry
- Entertainment
- Healthcare and Pharma
- Energy
- Infrastructures
- Public sectors

Main areas of expertise:

- Strategy and strategic planning: business model, business planning, performance management, corporate planning;
- Organization and HR management: organizational design, business process innovation, Management by Objectives (MBO), organizational change, workload and staff planning, competence models;
- Innovation and operations management: risk management model, R&D management, intellectual property rights (IPR) management, lean organization, Customer Relationship Model (CRM), digitalization of processes and effects on personnel.

Prof. Boccardelli has also been nominated as a technical expert for the economic evaluation of the impacts of decisions or actions taken by companies or corporations in specific legal disputes (in particular in the following sectors: entertainment, chemical and pharmaceutical products, ICT).

### **Research projects**

- Ernst&Young - "Web 3.0: Metaverso e NFT"
- Look4forward: Osservatorio per il lavoro di domani
- Ferrovie dello Stato Italiane - Valutazione impatto socio-economico del Piano Industriale FS 2022/2031
- European Union DG Information Society and Media "Economics of eGovernment"
- Italian Ministry of Education and Research - Progetto FIRB "EG4M – eGovernment for Mediterranean Countries"
- Confindustria – Small industries areas "Fenomeni dell'Export: Piccole imprese oltre confine".
- Fondazione Roberto Rossellini – Lazio Region, for the development of an International Audiovisual Observatory
- ANICA – National Association of Cinema and Audiovisual Industries for the research on economic impact assessment of tax credits in the film production
- Industrial Union of the Province of Naples "I fenomeni imprenditoriali nella Provincia di Napoli: Un'analisi della competitività delle imprese Napoletane"
- Lazio Region "Technology Transfer Program" - POR Lazio (Operative Program), in cooperation with Rosselli Foundation and CNR (National Research Council)
- ENEA (Italian National Agency for new Technologies, Energy and Sustainable Economic Development) - "POLIDEMACO (POLIcy DEcision MAKing Code), Development and Application of a Simulation Model for Strategic Energy Decisions
- Telecom Italia "Diffusion of ICT in the SMEs and in the service industry"
- European Union DG Information Society and Media "Economics of eGovernment"- cases on financial services, health, justice.
- "Trasformazione digitale e settore della salute: l'impatto della digitalizzazione sulle professionalità nel settore farmaceutico ed healthcare"
- PRIN Research Project "Mercati finanziari e mercati per la Tecnologia"
- PRIN Research Project "Networks and Innovation: a multilevel, multi-methods analysis to assess the role of technological change, network dynamics, and institutional pressures in shaping networks and their effectiveness"
- "The role of networks in highly regulated settings": study on strategies for the development of clinical research in hospitals
- Italian Ministry of Education and Research - Progetto FIRB "EG4M – eGovernment for Mediterranean Countries"- cases on health, justice.
- Lazio Region "Programma di trasferimento tecnologico" - POR Lazio, in collaboration with Fondazione Rosselli e CNR
- "Ideation capabilities for innovation management. Healthcare, Pharma, and Communication industries" in collaborazione con Chalmers University of Technology e Royal Institute of Technology of Sweden;
- ENEA - "POLIDEMACO, Sviluppo ed applicazione di un modello di simulazione per decisioni strategiche in ambito energetico"



- “Agile government: un’indagine sulla trasformazione del settore pubblico” in collaboration with AT Kearney;
- “Resource flexibility and sustained competitiveness”, in collaboration with Chalmers University of Technology
- “Technology Foresight” in collaboration with Fondazione Rosselli for the Camera di Commercio di Roma and the Fondazione Cassa di Risparmio di Roma
- “Revisione dei parametri per la determinazione del fabbisogno di organico per i servizi di assistenza sanitaria nella Regione Lazio” for the General Direction of the Department of Health - Lazio Region
- “Analisi dell’industria del Tessile, Abbigliamento e Calzature” for the Ministry of Productive Activities
- “Sviluppo e Valorizzazione dei Sistemi CRM”, ENEL Group
- “Le competenze per l’internazionalizzazione delle PMI”, CNR
- “Start-up nei business ad alta innovazione”, “Variazioni sul tema del Knowledge Management”, “Modelli di Sviluppo e Valorizzazione delle Competenze Tecnologiche”, Luiss University
- “Competitività del settore audiovisivo nella Regione Lazio”
- “Rapporto annuale sullo stato dell’arte dell’Industria dell’Audiovisivo e della sua competitività internazionale”, Fondazione Roberto Rossellini
- “Analisi dell’impatto economico degli incentivi di tipo fiscale (tax credit) nella produzione cinematografica”, ANICA – National Association of Cinema and Audiovisual Industries
- “I fenomeni imprenditoriali nella Provincia di Napoli: Un’analisi della competitività delle imprese Napoletane”, Industrial Union of the Province of Naples
- “I fattori critici di successo nella produzione televisiva” in collaboration with RAI – Radiotelevisione Italiana
- “Strategic Industry Factors in the video entertainment industry”, in cooperation with Cinecittà Holding e Disney ABC International
- 2007 Report of Fondirigenti: Management Forum - skills for development

### Awards

- **2011 - Best Reviewer Award – Academy of Management**, Technology and Innovation Management Division (TIM), San Antonio - Texas
- **2010 - Distinguished Paper Award – Academy of Management**, Finalist for the Glueck Best Paper Award of the Business Policy and Strategy Division (BPS) with the paper “The Role of structural holes in highly regulated networks: a study of clinical research projects”
- **2009 - Best Paper Award – CINet (Continuous Innovation Network)**, 10th CINet International Conference, Brisbane (Australia)

### Education

- 2000 - PhD in Management - Dynamic configuration of technological expertise and new product development process
- 1998 - Visiting Doctoral Student – Chalmers University of Technology, Goteborg (Sweden) – Development of Research Program “Business Creation through knowledge creation”
- 1995 - Degree in Business Administration – Luiss University. Cum laude.

## **Publications**

### ***Working papers***

- Cappa, F., Acciarini, C., Oriani, R. & Boccardelli, P. - How can big data be leveraged for innovation?
- Boccardelli P., Brunetta F., Lipparini A.- The impact of environmental constraints and network-level attributes on cooperative strategies. Lessons from the clinical trials setting, Long Range Planning, Elsevier, ISSN: 0024-6301, ***under review***
- Ahuja, G, Boccardelli, P., Brunetta, F., & Lipparini, A. - Network dynamics for temporary organizations: evidences from the movie industry.
- Vitale, M., Brunetta, F., Boccardelli, P. - Organizational Knowledge Structure and Innovation: The Role of Networks and Evidences from the Nanotechnology Industry
- Brunetta, F., Boccardelli, P., & Lipparini, A. - No pain, no gain: Network structure in highly institutionalized settings.
- Capaldo, A., Boccardelli, P., Brunetta, F. - The interplay between structural and relational embeddedness. Evidence from a dynamic network context. Luiss Business School, Roma.
- Brunetta, F., Boccardelli, P., & Lipparini, A. - The Role of The Tertius Iungens Orientation on The Evolution Of Structural Holes, Luiss Business School, Roma.
- Vicentini, F. Boccardelli P. - Contexts and temporary organizations forms: new perspectives for human capital and social capital. in Human Capital and Assets in the Networked World. Meir. R. (ed), Palgrave Edition.

### ***Books***

- Boccardelli, P., Iacovone, D. (2020), "Lo scenario economico dopo il Covid-19. Un piano strategico per ripartire", il Mulino.
- Boccardelli, P., (2018), "Leader for a new world", in Fondirigenti (2018), Il Manager del Futuro. Scenari, strategie e competenze.
- Boccardelli P., Iacovone, D. (2018), "L'impresa di diventare digitale. Come la rivoluzione tecnologica sta influenzando la gestione d'impresa", Il Mulino, Bologna, ISBN: 9788815274045.
- Fontana F., Boccardelli P., (2015), "Corporate Strategy", Hoepli Publishing, Milano, 2015.
- Boccardelli P., Brunetta F., (2014), "Istituzioni, Mercati e Imprese. Il ruolo delle Istituzioni nelle Strategie di Crescita", McGraw-Hill, Milan. ISBN: 9788836874679.
- Boccardelli P., (2008). "Strategie e modelli di business nell'industria del video entertainment", Il Mulino (Ed.), Bologna: Italy: ISBN: 9788815125613.
- Boccardelli P., (2002). "Innovazione Tecnologica e Strategia d'Impresa. Lo Sviluppo e la Gestione delle Competenze Aziendali nel Settore delle Telecomunicazioni", Franco Angeli (Ed.), Milano: Italy: ISBN: 8846439937.
- Boccardelli P., Macioce A., Oriani R., (2000). "Innovazione, Tecnologia e Piccole e Media Imprese", LUISS University Press, Rome.
- Boccardelli P., (1999). "Configurazione dinamica delle competenze tecnologiche e processi di sviluppo di nuovi prodotti", PhD Thesis, PhD in Management (XII Edition), Department of Business and Work, University of Cassino, Cassino: Italy.

### ***Chapters in books***

- Boccardelli P. (2022), I rischi globali sulle catene del valore, In Amato G., Vineis P., XXI Secolo. Il mondo sospeso. Gli anni della pandemia, Istituto della enciclopedia italiana fondata da Giovanni Treccani (pp. 599-607) ISBN 978-88-12-01046-2.

- Boccardelli P. (2022) "Megatrends Impacting Higher Education After the Pandemic", In Iñiguez S., Lorange P. (eds) Executive Education after the Pandemic. Palgrave Macmillan, Cham. [https://doi.org/10.1007/978-3-030-82343-6\\_2](https://doi.org/10.1007/978-3-030-82343-6_2). Online ISBN 978-3-030-82343-6.
- Boccardelli, P. (2020). "Il delicato equilibrio tra business e mondo accademico", In Associazione Italiana Formatori, FOR – Rivista per la Formazione, La nuova leadership. Guardare oltre la crisi.
- Boccardelli, P., de Onzoño, S.I. (2020), "Strategic growth options of family business". In Corsico, F., The Handbook of Family Business (pp. 61-76), Luiss University Press, ISBN: 978-88-6105-534-6
- Boccardelli, P., Peruffo E. (2018), "How Technogym Created the Wellness Industry". In de Onzoño S. I. & Ichijo K., Business Despite Borders: Companies in the Age of Populist Anti-Globalization (pp. 65-76), Palgrave Macmillan, DOI: 10.1007/978-3-319-76306-4.
- Annosi, M. C., Brunetta, F., Magnusson, M., & Boccardelli, P. (2018). "Strategic and Organizational Insights into Learning and Innovation in Hybrids and "New" Organizations. In Learning and Innovation", in Hybrid Organizations (pp. 1-10). Palgrave Macmillan, Cham.
- Brunetta, F., Boccardelli, P., & Lipparini, A. (2018). "The Role of Networks for Innovation in Temporary and Project-Based Organizations. In Learning and Innovation in Hybrid Organizations" (pp. 101-113). Palgrave Macmillan, Cham.
- Brunetta, F., Annosi, M. C., Magnusson, M., & Boccardelli, P. (2018). "Lesson Learned, Implications, and Summary of the Main Findings. In Learning and Innovation in Hybrid Organizations" (pp. 289-299). Palgrave Macmillan, Cham.
- Brunetta F., Giustiniano L., Boccardelli P., (2017) "The Institutional Understanding of Technological Innovation Considerations on International R&D Networks" in Technological Innovation Networks. Collaboration and Partnership, A volume in Contemporary Perspectives on Technological Innovation, Management and Policy, Edited by Big Ran, (pp. 1-17) ISBN: 9781681238586.
- Vicentini, F. Boccardelli, P (2016), "Strategic Human Capital, Team Composition and Project Team Performance: The role of flexibility and experience" In Russ, M. (Ed.) QUANTITATIVE MULTIDISCIPLINARY APPROACHES IN HUMAN CAPITAL AND ASSET MANAGEMENT. IGI Global Publication, (pp. 1-317). Hershey, PA: IGI Global. ISBN: 9781466696525.
- Brunetta F., Boccardelli P., Giustiniano L., (2016), "The institutional understanding of technological innovation. Considerations on international R&D networks", in "Contemporary Perspectives on Technological Innovation, Management and Policy", Volume III, Information Age [forthcoming].
- Vicentini, F., Boccardelli, P. (2014). "Team composition and project-based organizations: new perspectives for human resource management". In: Russ, M. (Ed), Management, Valuation, and Risk for Human Capital and Human Assets: Building the Foundation for a Multi-Disciplinary, Multi-Level Theory, Palgrave Macmillan Edition. ISBN No: 13: 9781137360946.
- Boccardelli P., (2013), "Creative Industries", in: Teece D.J., Augier M.E. (Eds), Dictionary in Strategic Management, Palgrave Macmillan: DOI: 10.1057/9781137294678.0151. ISBN: 9788838673450.
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- Boccardelli P., Giustiniano L., Morricone S., (2007), "La diffusione dell'ICT nelle PMI di servizi", in Boccardelli P., Fontana F., Manzocchi S., (a cura di), L'innovazione nelle PMI di servizi, Luiss University Press. ISBN: 8861050190.
- Boccardelli P., Leone M., (2006), 'La Governance delle Competenze Tecnologiche', in Gabrielli G. (a cura di), Il Knowledge Management, Franco Angeli, Milano. ISBN: 884647421X.
- P. Boccardelli, A. Marcati, L. Marchegiani (2006). Strategie e politiche di Marketing. In: ECONOMIA E GESTIONE DELLE IMPRESE/2ED., Milano, ISBN: 8838663424.

- Boccardelli P., Sobrero M., (2006), 'Innovazione Tecnologica e Vantaggio Competitivo: Analisi e Gestione Strategica degli Investimenti in R&S', in Fontana F., Caroli M. (a cura di), *Economia e Gestione delle Imprese*, McGraw-Hill, Milano. ISBN: 9788838663420
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- Boccardelli P., Oriani R., (2004), 'Le competenze esterne: il ruolo di venture capital, incubatori e accordi strategici', in Dringoli A. Boccardelli P., (a cura di), *Le imprese start-up nei business ad alta innovazione*, Luiss University Press, Roma. ISBN: 8888877401
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- Boccardelli P., (2000), "La Gestione Strategica e l'Innovazione Tecnologica", in Boccardelli P., Macioce A., Oriani R., *Innovazione, Tecnologia e Piccole e Medie Imprese*, Luiss Edizioni, Roma.
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### ***Volumes edited***

- Boccardelli P., Annosi, M.C., Brunetta, F., Magnusson, M., (2018) "Learning and Innovation in hybrid organizations. Strategic and Organizational Insights", Palgrave Macmillan. ISBN 9783319624662
- Boccardelli P., Fontana F., Manzocchi S., (a cura di), (2007), "Innovation in Small and Medium Enterprises in the Third Sector", In: *INNOVAZIONE E MANAGEMENT*, Luiss University Press, Rome.



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## Articles

- Acciarini, C., Cappa F., Boccardelli P., and Oriani R. (2023) “How Can Organizations Leverage Big Data to Innovate Their Business Models? A Systematic Literature Review”, *Technovation*, Vol. n. 123, 102713.
- Acciarini, C., Boccardelli, P., Vitale, M. (2021), “Resilient companies in the time of Covid-19 pandemic: a case study approach”, *Journal of Entrepreneurship and Public Policy*, DOI 10.1108/JEPP-03-2021-0021. .
- Acciarini, C., Brunetta, F. and Boccardelli, P. (2020), “Cognitive biases and decision-making strategies in times of change: a systematic literature review”, *Management Decision*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/MD-07-2019-1006>.
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- Markeviciute I., Blazenaite A., Vicentini, F., Boccardelli, P. (2018). “Dynamic Capabilities for Open Innovation: The Role of Customer Mindset in Launching an Internet TV”, *Mercati e Competitività*, 2018, Volume 1, FrancoAngeli, DOI: 10.3280/MC2018-001006, ISSN 1826-7386.
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- Vicentini, F., Boccardelli, P. (2016) “Career diversity and project performance in the Italian Television industry”, Special Issue on: “Creative industries: think tanks for innovative practices in management, strategy and organization? *Journal of Business Research*, Volume no.69, Issue 7, DOI: 10.1016/j.jbusres.2015.10.007. ISSN: 0148-2963.
- M. I. Leone, T. Reichstein, P. Boccardelli and M. Magnusson, (2015) “License to Learn: An investigation into Thin and Thick Licensing Contracts”, *R&D Management Journal*, ISSN: 1467-9310, John Wiley & Sons, Inc., DOI: 10.1111/radm.12187.
- Brunetta F., Boccardelli P., Lipparini A., (2015) “Central positions and performance in the scientific community. Evidences from clinical research projects”, *Journal of Business Research*, Volume 68, Issue 5, Maggio 2015, Pages 1074-1081, ISSN 0148-2963, D.O.I. 10.1016/j.jbusres.2014.10.009.
- Boccardelli P., Santella R., (2014), “Entrepreneurial entry: approccio disposizionale vs approccio contestuale”, in *Sinergie*, Quaderno n. 17. ISSN 0393-5108.
- Capo, F., Brunetta, F. & Boccardelli, P. 2014. “Ain’t no mountain high enough? Innovative Business Models in the Pharmaceutical Industry. A case on exploiting value networks to stay competitive” *International Journal of Engineering Business Management* 6:23. DOI: 10.5772/59155, indexed in Scopus. ISSN 1847-9790.
- Nenni, M.E., Arnone, V., Boccardelli, P., Napolitano, I. (2014). “How to increase the value of the project management maturity model as a business-oriented framework”. *International Journal of Engineering Business Management*, 6 (1). Scopus. ISSN 1847-9790.

- Boccardelli P., Supino I., (2013), "Institutions and financial markets: an institution-based view of derivatives", *Law and Economics Yearly Review*, Vol. 2: pp. 312-336, ISSN 2050-9014.
- Brunetta, F., Boccardelli, P., & Lipparini, A. (2012) *Centralità e Performance Scientifica: Alcune Evidenze dai Network di Ricerca Clinica. Finanza, Marketing e Produzione*, 1 (special issue "Tendenze evolutive su conoscenza e competenze). ISSN 1848-2252.
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- Björk J., Boccardelli P., Magnusson M., (2010), "Ideation Capabilities for Continuous Innovation", in *Creativity and Innovation Management*, 19 (4). [Shortlisted as 2010 Best Paper Award for Creativity and Innovation Management Journal] doi:10.1111/j.1467-8691.2010.00581. Indexed in ISI. ISSN: 1467-8691.
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#### ***Papers for conferences with Peer Review***

- Acciarini, C., Boccardelli, P., Peruffo, E., *To Go Digital or Not to Go Digital? The Influence of Digital Expertise of The Board of Directors on (Digital) Strategic Change*, 21st CINet conference 2020, Milan, Italy.
- Acciarini, C., Boccardelli, P., Peruffo, E., *To Go Digital or Not to Go Digital? The Influence of Digital Expertise of The Board of Directors on (Digital) Strategic Change*, PhD Workshop, 21st CINet conference 2020, Milan, Italy.
- Acciarini, C., Boccardelli, P., Peruffo, E., *To Go Digital or Not to Go Digital? The Influence of Board's Digital Expertise on Strategic Change of The Firm*, Sinergie-SIMA 2020 Conference, Pisa, Italy.
- Acciarini C., Boccardelli P., *Digitalization of value creation and value appropriation: the travel & tourism industry case*, Sinergie SIMA 2018 Conference, Venice, Italy. .
- Vicentini, F., Boccardelli, P. (2017). "What Mechanisms Rule Project-Based Organizations? The Case of Creative Productions", *Euram 2017*, 21-24 Giugno, Glasgow, Paper ID: 1771.
- Capo, F., Brunetta, F., & Boccardelli, P. (2017, January). *External Challenges in the Process of Emergence of Hybrid Social Enterprises*. In *Academy of Management Proceedings* (Vol. 2017, No. 1, p. 16052). Academy of Management.
- Vicentini, F., Boccardelli P. (2016). "Extending the notion of boundaryless careers in the creative economy: evidences from Italian TV drama series industry", in 32nd EGOS Colloquium, 7-9 Giugno, Napoli.
- Boccardelli P., D'Alise C., (2014), "Buyer mediated competition and supplier's innovation" AOM, Annual Meeting of the Academy of Management, 1-5/08.
- Boccardelli P., Markeviciute I. (2014), *Changing the Value Proposition of a Business Model: the Recombinant Innovation Approach*, 8th CINet Young Academics Workshop.
- Brunetta, F., Boccardelli, P., Giustiniano, L. (2014) *Institutional frameworks and R&D location choices. Seeking an equilibrium between jurisdiction shopping and institutional entrepreneurship*. In: 30th EGOS Colloquium Rotterdam, The Netherlands, Luglio 3-5, 2014.

- Brunetta, F., Boccardelli, P., & Lipparini, A. (2014) No pain, no gain: Network structure in highly regulated settings. Evidences from clinical research. In: 30th EGOS Colloquium Rotterdam, The Netherlands, Luglio 3-5, 2014.
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- AhujaG., Boccardelli P., D'Alise C., (2013), "Supplier-Buyer Networks and Buyer's Innovation" AOM, Annual Meeting of the Academy of Management, 9-13/08.
- Vicentini, F., Boccardelli, F. (2013). "Do Diversity Career Patterns Matter? The Italian Television Industry". In: 3rd Interreg. Conference EM Normandie and University of Southampton "Creative industries: think tanks for innovative practices in management, strategy and organization, Deauville, 7-8 November, 2013.
- Brunetta, F., Boccardelli, P., & Lipparini, A. (2013) Central positions and performance in the scientific community. Evidences from clinical research projects." In: 29th EGOS Colloquium 2013 Montreal.
- Vicentini, F., Boccardelli, P. (2013). "Experiential diversity in team composition and team performance: evidences from project-based organizations". In: Democratising Management, 13th European Academy of Management -Euram-, Istanbul, 26 -29, Giugno, 2013. ISBN No: 978-975-8400-35-5. [Contributo in Atto di convegno].
- Brunetta, F., Boccardelli, P., & Lipparini, A. (2012). Network dynamics for temporary organizations: evidences from the movie industry, In: Strategic Management Society 32nd Annual International Prague, Czech Republic.
- Brunetta F., Boccardelli P., Lipparini A., (2011). "Does Network Centrality (Really) Matter? A Study on Clinical Research Projects", accepted for presentation at the 31st SMS Annual International Conference "Strategies for a Multi-Polar World: National Institutions And Global Competition" Miami, Florida, 6-9 November 2011.
- Vicentini F., Boccardelli P., (2011) "Structural Holes and Individual Flexibility at Work: Understanding the Strategic Human Capital in Project-Based Settings", accepted for presentation at the 31st SMS Annual International Conference "Strategies for a Multi-Polar World: National Institutions and Global Competition" Miami, Florida, 6-9 November 2011.
- Corbo L., Boccardelli P., Ferriani S., (2011). "Adapting to Environmental Jolts: A Network Change Perspective", accepted for presentation at the 2011 Academy of Management Annual Meeting, San Antonio, Texas, 12-16 Agosto 2011.
- Brunetta F., Boccardelli P., Lipparini A., (2010). "The role of structural holes in highly regulated networks: a study of clinical research projects", accepted for presentation at the 2010 Academy of Management Annual Meeting, Montreal, Canada, Agosto 7-11, 2010. Paper selected as a Distinguished Paper Award Recipient - Finalist for the Glueck Best Paper Award of the Business Policy and Strategy Division - Academy of Management.
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- Boccardelli P., Corbo L., Pirolo L., (2009). "Strategic airline alliances: dynamics in network structure, management of uncertainty and effects on operational performance", accepted for presentation at the 29th SMS Annual International Conference "Strategies in an uncertain world" Washington, USA, Oct 11-14, 2009
- Bjork J., Boccardelli P., Magnusson M., (2009). "Ideation Capabilities for Continuous Innovation" presentato alla 10ma CINET International Conference "Enhancing the innovation environment", Brisbane, Australia, Sett. 6-8, 2009; Winner of the Best Paper Award.
- Leone, M. I., Reichstein, T., Boccardelli, P., and Magnusson, M. (2009). "Fuel on the Invention Funnel: Technology Licensing-in, Antecedents, and Invention Performance", proceeding for 2009 DRUID Summer Conference, Copenhagen, Giugno 17 - 19, 2009.
- Boccardelli P., Lechner C., Magnusson M., Oriani R., (2009). "To Be or To Be Managed: the Resource - Performance Link in the Motion Picture Industry", presented at the 2009 Academy of Management Annual Meeting, Chicago, Illinois, USA, Agosto 7-11, 2009.
- Boccardelli P., Brunetta F., Vicentini F., (2008), "What is critical to success in the movie industry? A study on key success factors in the Italian motion picture industry" paper accepted at the Creative Industries and Intellectual Property conference, London Maggio 22-23 2008.
- Boccardelli P., Lipparini A., Torlò V., (2008), "Never change a winning team? A study on network dynamics and performance in the motion picture industry", paper accepted at the 24th EGOS Colloquium 'Upsetting Organizations', Amsterdam, 10-12 Luglio 2008.
- Boccardelli P., Leone I., Magnusson M., (2008), "The Learning Potential of Strategic Licensing", paper accepted at the 24th EGOS Colloquium 'Upsetting Organizations', Amsterdam, 10-12 Luglio 2008.
- Boccardelli P., Lechner C., Magnusson M., (2008) "Distinctiveness and Flexibility of Resources: A Study of the Motion Picture Industry", presented at 28th Strategic Management Society Annual International Conference, Cologne, Germany, 12-15 October 2008.
- Leone M., Boccardelli P., Magnusson M., (2007), The Learning potential of licensing, Paper presented at the 8th International CINET Conference, Goteborg, Sweden, 10-12 Settembre 2007.
- Boccardelli, P., Leone M.I., Magnusson M.G., (2006) "Resource Flexibility and Sustained Competitiveness", Paper presented at the 7th International CINET Conference Continuous Innovation and Sustainability: designing the road ahead, Lucca, Italy, 8-12 Settembre 2006.
- Boccardelli P., Giannantoni C., Ulgiati S., (2006), "The Code POLIDEMACO (policy decision making code) for Strategic Choices based Circulation of Benefits. The case of Hydrogen market penetration in the city of Rome", paper presented at the 5th Biennial International Workshop Advances In Energy Studies - Perspectives on Energy Future, Porto Venere (SP), Italy 12-16 Sett. 2006.
- Boccardelli P., Marchegiani L., (2005), "Business Models Heterogeneity and Heterogeneous Performances: an Explorative Study of the Italian Telecom Industry", paper to be presented at the Strategic Management Society 25th Annual International Conference, Orlando, USA, October 2005.
- Marchegiani L., Boccardelli P., (2005), "Heterogeneous business models and heterogeneity in networked services: do they lead to heterogeneous performances, also?", paper presented at the International Conference on Heterogeneity, Diversification, and Performance held by Sinergie - Cueim at the University of Calabria, Cosenza, Italia, Luglio 2005.
- Boccardelli P., Fontana F., (2004), "Organization Innovation and reengineering into the healthcare system: some results from the organization theory and the international experience", paper presented at the Azienda Pubblica Workshop.
- Boccardelli P., Magnusson M. G. (2004), "Dynamic Capabilities in Early-Phase Entrepreneurship - Observations from Mobile Internet Start-Ups", paper presented at the 5th International CINET Conference, Sydney, Australia, Settembre 2004.

- Hyland P., Boccardelli P., Magnusson M.G., (2003), 'Managerial competencies and organizational capabilities in striving for continuous innovation', paper presented at the ANZAM 2003 Operations Management Symposium, University of Technology, Sydney, Australia, Giugno 2003.
- Boccardelli P., Magnusson M. G. (2003), 'Dynamic Capabilities and Entrepreneurship: the role of resource flexibility', paper presented at the Strategic Management Society 23rd Annual International Conference, Baltimora, USA, November 2003.
- Boccardelli P., Magnusson M. G., Mascia D., (2002), 'Network effects of corporate-backed companies and innovation performance: an explorative study of innovative forms of corporate venturing', paper presented at the Strategic Management Society 22nd Annual International Conference, Paris, France, Settember 2002.
- Boccardelli P., (2001), "Innovative network for the development of the Small and Medium Industries" Conference, Technological Innovation in the Small and Medium Industries, LUISS Guido Carli, march 9, 2001, Rome.
- Boccardelli P., Grandi A., (2001), 'Competence Exploitation and Competence Development: the Dynamic Fit between Organisational Design and Task Uncertainty in R&D Projects- Results from a Study in the Telecom Industry', paper presented at the R&D Management Conference 2001 "Leveraging Research & Technology" 7 - 9 February, 2001, Wellington, New Zealand.
- Boccardelli P., Grandi A., Magnusson M. G., Oriani R., (2001), 'The Value of Learning in Managing Innovation: Exploring the Relationship between R&D Learning Curve and Firms' Performance in the Telecom Industry', paper presented at the Strategic Management Society 21st Annual International Conference, San Francisco Bay Area, California, USA, October 2001 (selected for publication in the 2001 SMS Best Paper Proceedings).
- Boccardelli P., (1999), 'Dynamic Mastering of the Configuration of Competencies. New Products Development and the Combination, Creation, Transformation and Selection of Technological Competencies', paper presented at Cistema Conference 'Mobilizing Knowledge in Technology Management', Copenhagen Business School, Copenhagen, Denmark, 24 - 27 October 1999.
- Boccardelli P., Magnusson M. G., (2000), 'Dynamic Mastering of Technological and Managerial Competencies. Some Preliminary Results from a Study in the Telecom Industry', Paper presented at the Strategic Management Society 20th Annual International Conference, 'Strategy in the Entrepreneurial Millennium: New Winners, New Business Models, New Voices', British Columbia University, Vancouver, Canada, 15 - 18 October 2000 (selected for consideration for the 3rd annual McKinsey/SMS Best Conference Paper Prize).

Rome, March 16th 2023

Paolo Boccardelli



## PAOLO BOCCARDELLI



### **Areas of expertise**

- *Corporate and business strategy*
- *Digital Transformation*
- *Banking and Finance*
- *Telecommunication and IT*
- *Regulated sectors*

### **Full Professor of Management and Corporate Strategy at Luiss University (since 2004)**

- Teaches in Bachelor and Master Programs at Luiss University, MBA, PhD in Management and Executive programs at Luiss Business School.

### **Director of the Research Center in Strategic Change «Franco Fontana», Luiss University**

- The Research Center deals with the impact of Digital transformation and ESG on companies, sectors, markets and society in general.
- The Research Center brings together scholars from various disciplines and collaborates with the largest Italian and international companies and organizations, with the aim of representing an agora for open discussion to support the country and its institutions in tackling the main transformative challenges.

### **President of the Supervisory Board and founder member of Scuola Politica “Vivere nella Comunità”**

A handwritten signature in black ink, appearing to be 'PB' or similar initials, located at the bottom left of the page.

- The School, without any political orientation, founded by prof. Pellegrino Capaldo and prof. Sabino Cassese, aims to educate talented young people as civil servants focusing on skills, meritocracy and service to the country.
- Every year the School with its prestigious Supervisory Board organizes a program of excellence, with the aim of educating the future civil servants not only in the sphere of political skills but also in managerial, economic-financial, civic and social ones.

### **He has served as Dean of the Luiss Business School from 2015 to May 2022**

- Since May 2022 an assignment entrusted by the Luiss Board of Directors, for the management of the University School in the business and management area, a division characterized by academic and managerial autonomy and with a dedicated staff (50 core faculty professors, 80 adjunct professors, 80 employees and professional staff) distributed among the offices in Rome, Milan, Belluno and Amsterdam.
- The School has implemented a restructuring and development process with significant growth in turnover and EBITDA (CAGR 18% and 28% respectively).
- During his tenure as Dean, Luiss Business School has achieved EQUIS and AMBA Certification.
- He was Chief Executive Officer, Luiss Business School BV (2021) and Amsterdam Fashion Academy BV (since 2020).

### **Professional roles and assignments**

- **Independent Member** elected by the shareholders' meeting of 2021 from the minority list proposed by **Assogestioni** in the **Board of Directors of TIM Spa, IT**
  - Chairman of the Related Parties Committee and Member of the Control and Risk Committee
- **Member of the Board of Directors of Energee3 S.r.l.**
- **Member of the Board of Directors of Fondazione Nuovo Millennio**
- **President of the Commissione di Vigilanza sulle Società di Calcio Professionistiche (Co.Vi.Soc.)**
- **Member of the EQUIS Committee, BL**
  - Committee composed of management education experts, serving as an advisory body to EFMD and the Directors of EQUIS on the development, implementation, and operation of the system, including advice on strategic policies, criteria, and processes. The Committee deliberates on the eligibility of Schools wishing to initiate the EQUIS accreditation process.

### **Previous professional roles**

- **Independent Member of the Board of Directors of UBI Banca, IT**
  - President of the Remuneration Committee of UBI Banca
- **Independent Member of the Board of Directors of UBISS Scarl** (Service and IT management company of the UBI Banca Group)

- **Member of the Board of Directors of AACSB (Association to Advance Collegiate Schools of Business), US**
  - Member of the Audit Committee and the Innovation Committee
- **CEO and Managing Director at Luiss Business School BV, NL**
- **CEO and Managing Director at The Amsterdam Fashion Academy BV, controlled by Luiss Business School BV, NL**
- **Component of the steering committee about the Governance for the reform of the Football System at Federazione Italiana Giuoco Calcio (FIGC).**
- **Independent Member of the Board of Directors of Advance SIM, IT**
- **Independent Member of the Board of Directors of Replycare, IT**
- **Director of the Board of Directors of L.Com (subsidiary of Luiss more recently incorporated into Luiss4Growth)**

### **Academic roles**

- Member of the Scientific Committee of Centro Economia Digitale
- Member of the Scientific Committee, Fondazione Lucio Papirio (publications and research on NPL and banking)
- Member of the International Advisory Board, Leeds University Business School
- Member of the International Advisory Board, Universidad Pompeu Fabra - Barcelona School of Management
- Vice President of the Steering and Supervisory Committee of CUEIM - Consorzio Universitario di Economia Industriale e Manageriale (University Consortium of Industrial and Managerial Economy).
- Designated Expert of International Standing at the Australian Research Council
- Chairman of the Advisory Board of the Lars Magnus Ericsson Foundation
- Until 2022 Member of the Nucleo di Valutazione federato of the Scuola Normale Superiore-Scuola Superiore Sant'Anna-Scuola Universitaria Superiore of Pavia
- Until 2020 Member of the International Advisory Board of the Amsterdam International Business School

**Renowned speaker at International Conferences** (Strategic Management Society, Academy of Management, Continuous Innovation Network, Eduniversal Convention, European Foundation for Management Development, AACSB), he is the author of many scholarly publications in the field of **strategic management, innovation, digital and ICT, video entertainment and business model innovation**. He wrote the heading "Creative Industries" of the Palgrave Dictionary on Strategic Management





## **Consulting projects**

Consulting activities as a freelance or as a member in teams established by Luiss Business School in the following areas:

- Financial Services & Banking
- Digital and Telco
- Manufacturing, and steel industry
- Entertainment
- Healthcare and Pharma
- Energy
- Infrastructures
- Public sectors

Main areas of expertise:

- Strategy and strategic planning: business model, business planning, performance management, corporate planning;
- Organization and HR management: organizational design, business process innovation, Management by Objectives (MBO), organizational change, workload and staff planning, competence models;
- Innovation and operations management: risk management model, R&D management, intellectual property rights (IPR) management, lean organization, Customer Relationship Model (CRM), digitalization of processes and effects on personnel.

Prof. Boccardelli has also been nominated as a technical expert for the economic evaluation of the impacts of decisions or actions taken by companies or corporations in specific legal disputes (in particular in the following sectors: entertainment, chemical and pharmaceutical products, ICT).

## **Research projects**

- Ernst&Young - "Web 3.0: Metaverso e NFT"
- Look4forward: Osservatorio per il lavoro di domani
- Ferrovie dello Stato Italiane - Valutazione impatto socio-economico del Piano Industriale FS 2022/2031
- European Union DG Information Society and Media "Economics of eGovernment"
- Italian Ministry of Education and Research - Progetto FIRB "EG4M – eGovernment for Mediterranean Countries"
- Confindustria – Small industries areas "Fenomeni dell'Export: Piccole imprese oltre confine".
- Fondazione Roberto Rossellini – Lazio Region, for the development of an International Audiovisual Observatory

- ANICA – National Association of Cinema and Audiovisual Industries for the research on economic impact assessment of tax credits in the film production
- Industrial Union of the Province of Naples “I fenomeni imprenditoriali nella Provincia di Napoli: Un’analisi della competitività delle imprese Napoletane”
- Lazio Region “Technology Transfer Program” - POR Lazio (Operative Program), in cooperation with Rosselli Foundation and CNR (National Research Council)
- ENEA (Italian National Agency for new Technologies, Energy and Sustainable Economic Development) - “POLIDEMACO (POLIcy DEcision MAKing Code), Development and Application of a Simulation Model for Strategic Energy Decisions
- Telecom Italia “Diffusion of ICT in the SMEs and in the service industry”
- European Union DG Information Society and Media “Economics of eGovernment”- cases on financial services, health, justice.
- “Trasformazione digitale e settore della salute: l’impatto della digitalizzazione sulle professionalità nel settore farmaceutico ed healthcare”
- PRIN Research Project “Mercati finanziari e mercati per la Tecnologia”
- PRIN Research Project “Networks and Innovation: a multilevel, multi-methods analysis to assess the role of technological change, network dynamics, and institutional pressures in shaping networks and their effectiveness”
- “The role of networks in highly regulated settings”: study on strategies for the development of clinical research in hospitals
- Italian Ministry of Education and Research - Progetto FIRB “EG4M – eGovernment for Mediterranean Countries”- cases on health, justice.
- Lazio Region “Programma di trasferimento tecnologico” - POR Lazio, in collaboration with Fondazione Rosselli e CNR
- “Ideation capabilities for innovation management. Healthcare, Pharma, and Communication industries” in collaborazione con Chalmers University of Technology e Royal Institute of Technology of Sweden;
- ENEA - “POLIDEMACO, Sviluppo ed applicazione di un modello di simulazione per decisioni strategiche in ambito energetico”
- “Agile government: un’indagine sulla trasformazione del settore pubblico” in collaboration with AT Kearney;
- “Resource flexibility and sustained competitiveness”, in collaboration with Chalmers University of Technology
- “Technology Foresight” in collaboration with Fondazione Rosselli for the Camera di Commercio di Roma and the Fondazione Cassa di Risparmio di Roma
- “Revisione dei parametri per la determinazione del fabbisogno di organico per i servizi di assistenza sanitaria nella Regione Lazio” for the General Direction of the Department of Health - Lazio Region
- "Analisi dell'industria del Tessile, Abbigliamento e Calzature" for the Ministry of Productive Activities
- "Sviluppo e Valorizzazione dei Sistemi CRM", ENEL Group
- "Le competenze per l'internazionalizzazione delle PMI", CNR



- "Start-up nei business ad alta innovazione", "Variazioni sul tema del Knowledge Management", "Modelli di Sviluppo e Valorizzazione delle Competenze Tecnologiche", Luiss University
- "Competitività del settore audiovisivo nella Regione Lazio"
- "Rapporto annuale sullo stato dell'arte dell'Industria dell'Audiovisivo e della sua competitività internazionale", Fondazione Roberto Rossellini
- "Analisi dell'impatto economico degli incentivi di tipo fiscale (tax credit) nella produzione cinematografica", ANICA – National Association of Cinema and Audiovisual Industries
- "I fenomeni imprenditoriali nella Provincia di Napoli: Un'analisi della competitività delle imprese Napoletane", Industrial Union of the Province of Naples
- "I fattori critici di successo nella produzione televisiva" in collaboration with RAI – Radiotelevisione Italiana
- "Strategic Industry Factors in the video entertainment industry", in cooperation with Cinecittà Holding e Disney ABC International
- 2007 Report of Fondirigenti: Management Forum - skills for development

#### Awards

- 2011 - *Best Reviewer Award* – *Academy of Management, Technology and Innovation Management Division (TIM)*, San Antonio - Texas
- 2010 - *Distinguished Paper Award* – *Academy of Management*, Finalist for the Glueck Best Paper Award of the Business Policy and Strategy Division (BPS) with the paper "The Role of structural holes in highly regulated networks: a study of clinical research projects"
- 2009 - *Best Paper Award* – *CINet (Continuous Innovation Network)*, 10th CINet International Conference, Brisbane (Australia)

#### Education

- 2000 - PhD in Management - Dynamic configuration of technological expertise and new product development process
- 1998 - Visiting Doctoral Student – Chalmers University of Technology, Goteborg (Sweden) – Development of Research Program "Business Creation through knowledge creation"
- 1995 - Degree in Business Administration – Luiss University. Cum laude.

Rome, March 16th 2023

Paolo Boccardelli

