

Alessandro Arbore

Professor of Practice



Knowledge Group: Marketing

Research Domains: Marketing Management

Teaching Domains: Market Strategy & Competition, Customer-based Revenue Models, Customer-Centric Digital Strategies, Pricing and Revenue Management, Customer-Centric Innovation

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Biography

Alessandro Arbore is an Adjunct Professor of Marketing at SDA Bocconi School of Management.

At SDA Bocconi, he has held the positions of Marketing Area Director, Executive Master in Marketing and Sales (EMMS) Director (in partnership with Esade Business School), and Scientific Director of the international program "Senior Management Program." Currently, he serves as the Director of the "Strategic Marketing" program and is responsible for marketing courses and Market Strategy in the Executive MBA programs at SDA Bocconi. For over 25 years, he has conducted courses, seminars, research projects, and participated in professional activities for companies operating in various sectors, including automotive, telecommunications, and pharmaceuticals, both B2C and B2B.

His research focuses on four key topics: market strategies and revenue models in the era of hyperconnectivity, market-based innovation, customer value management, and marketing metrics.

He is the author of numerous essays on these subjects, and his works have been published in prominent journals, including *Economia & Management*, *Journal of the Association for Information Systems*, *Journal of Retailing and Consumer Services*, and *Journal of Service Management*.

He has also served as a Visiting Scholar at the Wharton Business School, University of Pennsylvania, USA. After completing his Bachelor's degree in Business Administration with a specialization in Marketing at Bocconi University, Alessandro earned a Ph.D. and a Master's degree at the George Washington University, Washington D.C.

Practice-Oriented Books

Market Strategies in a Hyper-Connected World

ARBORE, A. - "Market Strategies in a Hyper-Connected World" - 2025, Bocconi University Press - BUP, Milano, Italy

Storie, Relazioni e Business: Social Media Marketing nell'era delle piattaforme

MANDELLI, A., A. ARBORE, C. PIANCATELLI - "Storie, Relazioni e Business: Social Media Marketing nell'era delle piattaforme" - 2022, Egea, Milano, Italy

Marketing Digitale - II edizione

MANDELLI, A., A. ARBORE - "Marketing Digitale - II edizione" - 2019, Egea, Milano, Italy

Marketing Digitale

MANDELLI, A., A. ARBORE - "Marketing Digitale" - 2015, Egea, Milano, Italy

Articles in Scholarly Journals

Replace, Add, Augment: un possibile framework per l'AI Marketing

ARBORE, A., "Replace, Add, Augment: un possibile framework per l'AI Marketing", *Economia & Management*, 2025, no. 1, pp. 48-60

Le decisioni di mercato nelle fasi di incertezza: il caso del metaverso

ARBORE, A., A. MANDELLI, "Le decisioni di mercato nelle fasi di incertezza: il caso del metaverso", *Economia & Management*, 2023, no. 2, pp. 101-105

Verso un nuovo paradigma di omnichannel in chiave phygital

PIANCATELLI, C., M. MASSI, A. ARBORE, "Verso un nuovo paradigma di omnichannel in chiave phygital", *Harvard Business Review Italia*, September 2023, pp. 106-110

Mercati e marketing al tempo dei social media

MANDELLI, A., A. ARBORE, C. PIANCATELLI, "Mercati e marketing al tempo dei social media", *Micro & Macro Marketing*, 2023, no. 1, pp. 207-232

Strategie di imitazione l'arma in più per le imprese

ARBORE, A., "Strategie di imitazione l'arma in più per le imprese", *Economia & Management*, 2022, no. 1, pp. 95-101

Vibram: il marketing digitale come motore della digital transformation

MANDELLI, A., C. PIANCATELLI, A. ARBORE, "Vibram: il marketing digitale come motore della digital transformation", *Micro & Macro Marketing*, 2022, vol. 31, no. 1, pp. 117-134

Nuove e vecchie logiche di mercato nell'era dell'iperconnessione

ARBORE, A., A. MANDELLI, "Nuove e vecchie logiche di mercato nell'era dell'iperconnessione", *Economia & Management*, 2021, no. 3, pp. 88-93

Perché tenere d'occhio il prezzo psicologico

ARBORE, A., "Perché tenere d'occhio il prezzo psicologico", *Economia & Management*, 2018, no. 4, pp. 64-68

Viaggio nelle imprese italiane. Un'indagine sullo stato dell'arte e sull'approccio strategico per un'effettiva centralità del cliente

ARBORE, A., M. ADDIS, "Viaggio nelle imprese italiane. Un'indagine sullo stato dell'arte e sull'approccio strategico per un'effettiva centralità del cliente", *Economia & Management*, 2017, no. 3, pp. 23-27

Recessione e post-recessione: gli effetti della grande tempesta sui comportamenti del consumatore

ARBORE, A., F. PISANU, "Recessione e post-recessione: gli effetti della grande tempesta sui comportamenti del consumatore", *Economia & Management*, 2015, no. 5, pp. 86-98

The role of signaling identity in the adoption of personal technologies

ARBORE, A., I. SOSCIA, R. P. BAGOZZI, "The role of signaling identity in the adoption of personal technologies", *Journal of the Association for Information Systems*, 2014, vol. 15, no. 2, pp. 86-110

Understanding personal mobile technologies: decomposing and de-averaging the value of a smartphone

ARBORE, A., R. GRAZIANI, S. VENTURINI, "Understanding personal mobile technologies: decomposing and de-averaging the value of a smartphone", *The Journal of Information Systems*, 2014, vol. 28, no. 1, pp. 167-185

Loyalty program structure and consumers' perceptions of status: Feeling special in a grocery store?

ARBORE, A., Z. ESTES, "Loyalty program structure and consumers' perceptions of status: Feeling special in a grocery store?", *Journal of Retailing and Consumer Services*, 2013, vol. 20, pp. 439-444

Rejuvenating Importance-Performance Analysis

ARBORE, A., B. BUSACCA, "Rejuvenating Importance-Performance Analysis", *Journal of Service Management*, 2011, vol. 22, no. 3, pp. 409-429

The impact of trial on technology adoption: the case of mobile TV

SOSCIA, I., A. ARBORE, C. HOFACKER, "The impact of trial on technology adoption: the case of mobile TV", *Journal of Research in Interactive Marketing*, 2011, vol. 5, no. 2/3, pp. 226-238

Pecunia Non Olet: Gli Switching Behavior Degli Utenti Di Telefonia Mobile

ARBORE, A., D. SPERANDIO, "Pecunia Non Olet: Gli Switching Behavior Degli Utenti Di Telefonia Mobile", *Economia & Management*, 2010, no. 4, pp. 89-107

Customer satisfaction and dissatisfaction in retail banking: Exploring the asymmetric impact of attribute performances

ARBORE, A., B. BUSACCA, "Customer satisfaction and dissatisfaction in retail banking: Exploring the asymmetric impact of attribute performances", *Journal of Retailing and Consumer Services*, 2009, vol. 16, no. 4, pp. 271-280

Loyalty building, relational trade-offs and key service employees: the case of radio DJs

ARBORE, A., P. GUENZI, A. ORDANINI, "Loyalty building, relational trade-offs and key service employees: the case of radio DJs", Journal of Service Management, 2009, vol. 20, no. 3, pp. 317-341

Strategies of Imitation: An Insight

VALDANI, E., A. ARBORE, "Strategies of Imitation: An Insight", Problems and Perspectives in Management, 2007, vol. 5, no. 3, pp. 198-205

Marketing challenges in a connected world

ARBORE, A., B. BUSACCA, B. COVA, I. SNEHOTA, K. KELLER, "Marketing challenges in a connected world", Mercati e Competitività, 2007, no. 3, pp. 5-18

Technology-Supported Education: Old Questions for New Strategies

ARBORE, A., M. ADDIS, F. ZERBINI, "Technology-Supported Education: Old Questions for New Strategies", Innovative Marketing, 2006, vol. 2, no. 4, pp. 131-147

Broadband Divide Among SMEs: The Role of Size, Location and Outsourcing Strategies

ARBORE, A., A. ORDANINI, "Broadband Divide Among SMEs: The Role of Size, Location and Outsourcing Strategies", International Small Business Journal, 2006, vol. 24, no. 1, pp. 83-99

Lo sviluppo delle nuove piattaforme di comunicazione: dinamiche di mercato o servizio universale?

ARBORE, A., "Lo sviluppo delle nuove piattaforme di comunicazione: dinamiche di mercato o servizio universale?", Mercati e Competitività, 2005, vol. 2, pp. 55-73

Other

If Content is the King, Engagement is the Queen

ARBORE, A., C. PIANCATELLI, "If Content is the King, Engagement is the Queen", MediaBrief, 16 August 2022

Cybercrimini: tanta paura per nulla?

ARBORE, A., F. VALSESIA, "Cybercrimini: tanta paura per nulla?", Via Sarfatti 25, 2013

Cases in International Case Collections

Communication, Business and Digital Transformation: The Case of Burberry

MANDELLI, A., C. PIANCATELLI, A. ARBORE - "Communication, Business and Digital Transformation: The Case of Burberry" - 2021, The Case Centre, Great Britain

Daylight vs Sangstyle case

ARBORE, A. - "Daylight vs Sangstyle case" - 2014, The Case Centre, Great Britain

Contribution to Chapters, Books or Research Monographs

Competitive Cycles in a Hyper-Connected World: Everything Flows

ARBORE, A., "Competitive Cycles in a Hyper-Connected World: Everything Flows" in Dynamic Strategic Thinking for Improved Competitiveness and Performance., Georgette Andraz, Helder Carrasqueira, Rosaria Pereira, Rita Baleiro (Eds.), IGI Global, chap. 4, pp. 89-113, 2020

Come sta cambiando il marketing

ARBORE, A., B. BUSACCA, "Come sta cambiando il marketing" in Business next. Non è solo questione di tecnologie., A.Beltratti, A.Bezzecchi (Eds.), Egea, chap. 2, pp. 27-56, 2018

La prospettiva strategica del marketing

ARBORE, A., "La prospettiva strategica del marketing" in Marketing. Una disciplina fantastica. Omaggio a Enrico Valdani., B.Busacca, M.Costabile (Eds.), Bocconi University Press - BUP, pp. 55-70, 2018

Marketing metrics

ARBORE, A., A. CIRRINCIONE, E. VALDANI, "Marketing metrics" in Marketing@Bocconi., E.Valdani (Ed.), Egea, chap. 23, pp. 639-664, 2016

Marketing Metrics: una sfida aperta

VALDANI, E., A. ARBORE, "Marketing Metrics: una sfida aperta" in Prodotto, consumatore e politiche di mercato quarant'anni dopo. Scritti in onore di Stefano Podestà., Francesca Golfetto (Ed.), Egea, pp. 323-329, 2012

Manovre di marketing

ARBORE, A., E. VALDANI, "Manovre di marketing" in M@rketing Management - Progettare e generare valore per il cliente., E.Valdani (Ed.), Egea, chap. 26, pp. 331-349, 2011

Marketing metrics

ARBORE, A., A. CIRRINCIONE, E. VALDANI, "Marketing metrics" in M@rketing Management - Progettare e generare valore per il cliente., E.Valdani (Ed.), Egea, chap. 23, pp. 851-877, 2011

La three factor analysis

ARBORE, A., "La three factor analysis" in Cliente & service management., E.Valdani (Ed.), Egea, pp. 90-96, 2009

La stima del valore nelle relazioni

ARBORE, A., "La stima del valore nelle relazioni" in Customer Value. Soddisfazione, fedeltà, valore., Bruno Busacca, Giuseppe Bertoli (Eds.), Egea, pp. 289-296, 2009

Environmental Drivers of E-Business Strategies Among SMEs

ARBORE, A., A. ORDANINI, "Environmental Drivers of E-Business Strategies Among SMEs" in Handbook of Research on Global Diffusion of Broadband Data Transmission., Yogesh K. Dwivedi, Anastasia Papazafeiropoulou, Jyoti Choudrie (Eds.), IGI Global, chap. 31, pp. 493-503, 2008

External Pressures for Adoption of ICT Services Among SMEs

ORDANINI, A., A. ARBORE, "External Pressures for Adoption of ICT Services Among SMEs" in Handbook of Research on Global Diffusion of Broadband Data Transmission., Yogesh K. Dwivedi, Anastasia Papazafeiropoulou, Jyoti Choudrie (Eds.), IGI Global, chap. 33, pp. 524-535, 2008

Universal Internet Access Under an Ethical Lens

ARBORE, A., "Universal Internet Access Under an Ethical Lens" in Encyclopedia of Information Ethics and Security., Quigley Marian (Ed.), Information Science Reference, pp. 655-661, 2007

Adozione e impatto delle ICT nelle PMI: implicazioni per il management e la policy

ARBORE, A., "Adozione e impatto delle ICT nelle PMI: implicazioni per il management e la policy" in ICT e piccole e medie imprese., A.Ordanini (Ed.), Egea, pp. 135-140, 2005

Un'analisi empirica sulla realtà italiana

ARBORE, A., "Un'analisi empirica sulla realtà italiana" in ICT e piccole e medie imprese., A.Ordanini (Ed.), Egea, pp. 33-64, 2005

L'adozione delle ICT nelle piccole imprese: i precedenti

ARBORE, A., "L'adozione delle ICT nelle piccole imprese: i precedenti" in ICT e piccole e medie imprese., A.Ordanini (Ed.), Egea, pp. 11-32, 2005

Local Loop Unbundling

ARBORE, A., "Local Loop Unbundling" in Encyclopedia of Multimedia Technology and Networking., Margherita Pagani (Ed.), IGI Global, pp. 538-546, 2005

Il caso Scent

ARBORE, A., C. CHIZZOLI, "Il caso Scent" in Marketing e creazione di valore., B.Busacca (Ed.), Egea, pp. 155-161, 2004

Research Notes or short Articles in Journals

Cicli competitivi e giochi di movimento nell'era digitale

ARBORE, A., E. VALDANI, "Cicli competitivi e giochi di movimento nell'era digitale", Harvard Business Review Italia, December 2020, vol. 12, pp. 80-86

Quando qualcuno ci ruba il nome

ARBORE, A., F. VALSESIA, "Quando qualcuno ci ruba il nome", Largo Consumo, 2013, vol. 33, no. 7/8, pp. 62

Teaching Materials

Multi-revenue model: il caso Amazon

ARBORE, A. - "Multi-revenue model: il caso Amazon" - 2017, SDA Bocconi, Milano, Italy

Proceedings/Presentations

The Sound of Pricing: exploring the impact of phonetic symbolism on consumer perceptions' of expensiveness

ARBORE, A., "The Sound of Pricing: exploring the impact of phonetic symbolism on consumer perceptions' of expensiveness" in EIRASS Conference - July 11-14, 2016, Edinburgh, Great Britain

Loyalty Program Structure and Consumer's Perceptions of Status: Feeling Special in a Grocery Store?

ARBORE, A., "Loyalty Program Structure and Consumer's Perceptions of Status: Feeling Special in a Grocery Store?" in 19th International Conference On Recent Advances In Retailing And Services Science - EIRASS Conference - July 9-12, 2012, Wien, Austria

Understanding Personal Mobile Technologies: Decomposing and De-averaging the Value of a Smartphone

ARBORE, A., "Understanding Personal Mobile Technologies: Decomposing and De-averaging the Value of a Smartphone" in EMAC 40th Conference - May 24-27, 2011, Ljubljana, Slovenia

Unmasking Pinocchio, once for all: applying lie detection techniques to overcome the social desirability bias

ARBORE, A., I. SOSCIA, G. MINIERO, "Unmasking Pinocchio, once for all: applying lie detection techniques to overcome the social desirability bias" in 39th EMAC Conference - The Six Senses: The Essentials of Marketing - June 1-4, 2010, Copenhagen, DK

Computer based lie detection technique for scale validation

ARBORE, A., I. SOSCIA, G. MINIERO, "Computer based lie detection technique for scale validation" in AMA Summer Conference - August 13-16, 2010, Boston, USA

Understanding the Adoption of Personal Technologies: Introducing Identity Signaling

ARBORE, A., I. SOSCIA, "Understanding the Adoption of Personal Technologies: Introducing Identity Signaling" in Best Papers Proceedings of the 69th Annual Meeting of the Academy of Management - August 7-11, 2009, Chicago, IL, United States of America

The asymmetric impact of attribute performances in retail banking

ARBORE, A., "The asymmetric impact of attribute performances in retail banking" in The Annual London Conference in Money, Economy and Management - July 3-4, 2008, London, UK

Investigating the overall contribution of interpersonal relationship to customer-to-firm relationship: the case of key employee

ARBORE, A., P. GUENZI, A. ORDANINI, "Investigating the overall contribution of interpersonal relationship to customer-to-firm relationship: the case of key employee" in 36th EMAC Conference - May 22-25, 2007, Reykjavik, Iceland

Exploring relational trade-offs in the presence of key employees: the case of the radio industry

GUENZI, P., A. ARBORE, A. ORDANINI, "Exploring relational trade-offs in the presence of key employees: the case of the radio industry" in 36th EMAC Conference - May 23-26, 2007, Reykjavik, Iceland

Entry (in Dictionary or Encyclopedia)

Marketing Strategies

ARBORE, A., E. VALDANI, "Marketing Strategies" in International Encyclopedia of the Social & Behavioral Sciences., J.D. Wright (Ed.), Elsevier, pp. 555-558, 2015

Textbooks

Strategie e giochi competitivi. Gestire il presente, immaginare il futuro. Con aggiornamenti online

VALDANI, E., A. ARBORE - "Strategie e giochi competitivi. Gestire il presente, immaginare il futuro. Con aggiornamenti online" - 2014, Egea, Milano, Italy

Strategie competitive. Giochi di movimento, imitazione, posizione

VALDANI, E., A. ARBORE - "Strategie competitive. Giochi di movimento, imitazione, posizione" - 2008, Egea, Milano, Italy

Research Monographs

Competitive Strategies. Managing the present, imagining the future

VALDANI, E., A. ARBORE - "Competitive Strategies. Managing the present, imagining the future" - 2013, Palgrave Macmillan, Great Britain

Il mercato family per la banda larga. I driver e gli ostacoli all'adozione

ARBORE, A. - "Il mercato family per la banda larga. I driver e gli ostacoli all'adozione" - 2008, Egea, Milano, Italy