

Paola Cillo

Associate Professor



Knowledge Group: Marketing

Research Domains: Innovation

Teaching Domains: Management of Creativity, Design Thinking, New Business Models, New Product Development, Technology Management

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Biography

Paola Cillo is an Associate Professor at the Department of Management and Technology at Università Bocconi and at SDA Bocconi she is Associate Dean for Research– Claudio Demattè Research Division.

She served as the Director of the Master of Science in Economics and Management of Innovation and Technology (EMIT), at Università Bocconi (2011-2016) and as Vice Director of the Department of Management and Technology at Università Bocconi (2016-2020). She served as the Academic Coordinator for the Concentration in Luxury Business Management of the Full Time MBA Program (2017-2023). She has conducted many research projects and has worked both in executive education programs and consulting activities with some of the leading companies in the FMCG, luxury and retail, digital, and pharmaceutical industries.

Her areas of expertise include innovation in symbolic and creative industries, big data and innovation strategies and investors' response to innovation. Currently, she is working on research projects on: innovation in luxury fashion, social data e start-up performance, and innovation and investors' response to company innovation.

She is the author of more than 40 articles and books on marketing strategies, innovation, and new product development. Her research has been funded by public institutions and private companies in Italy and abroad and has been published in leading academic management outlets at an international level, such as Strategic Management Journal, Journal of Marketing, Research Policy, Strategic Organization, Journal of Product Innovation Management, European Management Journal, and Long Range Planning among others. She was a Visiting Professor at Tuck School of Business, Dartmouth (USA) in 2008, Visiting Assistant Professor at the Marketing Department of the Carlson School of Management, University of Minnesota in 2005 and Visiting Scholar at Wharton School, University of Pennsylvania in 2000. She currently serves as an independent board member in illycaffé, Miroglio Fashion, and Generali Investment Partners SGR.

Paola earned a degree in Business Administration cum laude (1996) and a Ph.D. in Economics & Management (2001) both from Università Bocconi.

Articles in Scholarly Journals

Revolutionizing consumption: Unveiling the Allure of NFTs and digital twins for sustainable luxury fashion

MASSI, M., A. VOCINO, C. PIANCATELLI, P. CILLO, A. C. PELLICELLI, "Revolutionizing consumption: Unveiling the Allure of NFTs and digital twins for sustainable luxury fashion", Journal of Business Research, 2026, vol. 202, pp. 115757

Generative AI in innovation and marketing processes: A roadmap of research opportunities

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Grow Old with Me: The Temporal Dynamics of Founder–Market Interactions in Capturing Market Attention

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Whatever you want, whatever you like: How incumbents respond to changes in market information regimes

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The strategic organization of innovation: State of the art and emerging challenges

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Quando le immagini diventano un serbatoio di dati per le aziende

CILLO, P., F. GROSSETTI, G. RUBERA, "Quando le immagini diventano un serbatoio di dati per le aziende", Economia & Management, 2022, no. 4, pp. 64-68

Come creare valore con l'economia dei dati

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Consumer-CEO interaction as catalyst for business model innovation in established firms

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Changing Style in Style-changing Industries: The Role of Critics as Gatekeepers in High-end Fashion

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A ogni campagna di marketing il suo influencer - An Influencer for Every Marketing Campaign

CILLO, P., E. PRANDELLI, "A ogni campagna di marketing il suo influencer - An Influencer for Every Marketing Campaign", *Economia & Management*, 2020, no. 4, pp. 75-80

The New Product Portfolio Innovativeness–Stock Returns Relationship: The Role of Large Individual Investors’ Culture

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La variabile critica nelle scelte di innovazione

CILLO, P., "La variabile critica nelle scelte di innovazione", *Economia & Management*, 2016, no. 4, pp. 22-25

Quando la necessità aguzza l’ingegno. L’impatto dei vincoli finanziari sulla creatività

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How Do Financial Constraints Affect Creativity?

SCOPELLITI, I., P. CILLO, B. BUSACCA, D. MAZURSKY, "How Do Financial Constraints Affect Creativity?", *Journal of Product Innovation Management*, 2014, vol. 31, no. 5, pp. 880-893

Mean-risk Analysis with Enhanced Behavioral Content

CILLO, P., P. DELQUIÉ, "Mean-risk Analysis with Enhanced Behavioral Content", *European Journal of Operational Research*, 2014, vol. 239, no. 3, pp. 764-775

Come la critica influenza le scelte di cambiamento delle imprese: un'analisi longitudinale sull'innovazione stilistica nel settore della moda

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Stupire o Persuadere? Strategie di Lancio di un Nuovo Stile nel Settore della Moda

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Market information approaches, product innovativeness, and firm performance: An empirical study in the fashion industry

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Artista o trendsetter? Il dilemma dell'innovatore nei settori simbolici

VERONA, G., P. CILLO, "Artista o trendsetter? Il dilemma dell'innovatore nei settori simbolici", *Economia & Management*, 2010, no. 2, pp. 81-100

Managing integrators where integration matters: insights from symbolic industries

CAPPETTA, R., P. CILLO, "Managing integrators where integration matters: insights from symbolic industries", *The International Journal of Human Resource Management*, 2008, vol. 19, no. 12, pp. 2235-2251

Search Styles in Style Searching: Exploring Innovation Strategies in Fashion Firms

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The interlink between resources and capabilities: towards a theoretical frame for the development of dynamic capabilities

CILLO, P., G. VERONA, S. VICARI, "The interlink between resources and capabilities: towards a theoretical frame for the development of dynamic capabilities", *International Journal of Learning and Intellectual Capital*, 2007, vol. 4, no. 1/2, pp. 111-131

The Role of Market Knowledge in Sustaining Innovation. Evidence from the Fashion Industry

CILLO, P., "The Role of Market Knowledge in Sustaining Innovation. Evidence from the Fashion Industry", *Sinergie*, 2007, vol. 26, pp. 155-165

Convergent designs in fine fashion: An evolutionary model for stylistic innovation

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Orientamento al mercato e innovazione nei settori creativi. Una ricerca nel settore della moda

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Capacità Creativa e Innovazione: Un'analisi esplorativa resource-based

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Rovistare nel Passato per Progettare il Futuro: Evidenze da un Campione di Aziende Italiane

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La gestione della multicanalità

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L'innovazione nel prêt-à-porter: un'analisi longitudinale di Vogue Italia (1984-1999)

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La market orientation nel business to business. Il caso Alcantara

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Trust-oriented marketing. La nuova frontiera del loyalty management nelle imprese commerciali.

CASTALDO, S., P. CILLO, "Trust-oriented marketing. La nuova frontiera del loyalty management nelle imprese commerciali.", Economia & Management, 2000, no. 6, pp. 73-89

La costruzione dell'identità di marca: Il caso Diesel

CILLO, P., A. LANZA, "La costruzione dell'identità di marca: Il caso Diesel", Micro & Macro Marketing, 2000, vol. 1, pp. 129-146

Other

Startup, rivoluzione nell'investimento

CILLO, P., G. RUBERA, "Startup, rivoluzione nell'investimento", Fortune Italia, April 2024

Proceedings/Presentations

Empowering Consumers Through Blockchain: NFTs as a Means to Institutionalize Consumer Roles in The Metaverse

PIANCATELLI, C., M. MASSI, P. CILLO, "Empowering Consumers Through Blockchain: NFTs as a Means to Institutionalize Consumer Roles in The Metaverse" in 2023 AMA Winter Academic Conference, 6-12

February, 2023, Nashville TN, United States of America

A Natural Language Processing Analysis of the Effect of Quarrels on Analyst Ratingsterly CoC

CILLO, P., F. BALOCCO, G. RUBERA, "A Natural Language Processing Analysis of the Effect of Quarrels on Analyst Ratingsterly CoC" in AMA Winter Conference, February 23-25, 2018, New Orleans, LA, United States of America

The Effect of Innovation on Investor Acquisition and Retention

CILLO, P., G. RUBERA, "The Effect of Innovation on Investor Acquisition and Retention" in AMA Winter Conference - February 17-19, 2017, Orlando, FL, United States of America

How Leading Incumbents Sustain Performance in Face of Technological Change in the Music Industry

ZANELLA, P., P. CILLO, G. VERONA, "How Leading Incumbents Sustain Performance in Face of Technological Change in the Music Industry" in 37th Annual International Conference of the Strategic Management Society, 28-31 October, 2017, Houston, TX, United States of America

How Potential Consumers Can Help Firms' Strategists and Middle Managers Develop De Novo Value Propositions

CILLO, P., R. L. PRIEM, G. VERONA, P. ZANELLA, "How Potential Consumers Can Help Firms' Strategists and Middle Managers Develop De Novo Value Propositions" in Strategic Management Society Special Conference, March 31-April 1, 2017, Milano, Italy

How Firms Sustain Performance in Face of Technological Change in the Music Industry

CILLO, P., P. ZANELLA, G. VERONA, "How Firms Sustain Performance in Face of Technological Change in the Music Industry" in Strategic Management Society 36th Annual Conference - September 17-20, 2016, Berlin, Germany

Understanding and involving consumers in value creation: A conceptual frame for strategic management studies

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VERONA, G., P. CILLO, P. ZANELLA, "Understanding and involving consumers in value creation: A conceptual frame for strategic management studies" in Academy of Management Annual Meeting - August 7-11, 2015, Vancouver, Canada

How Fashion Designers Develop New Styles: Creative Epiphany Versus Market Feedback

NUNESM, J., X. DREZE, P. CILLO, E. PRANDELLI, I. SCOPELLITI, "How Fashion Designers Develop New Styles: Creative Epiphany Versus Market Feedback" in 73rd Annual Meeting of the Academy of Management 'Capitalism in Question' - August 9-13, 2013, Orlando, FL, United States of America

The Effect of Critical Evaluation on Aesthetic Innovation: Debunking the Myth of Designer as Dictator

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CILLO, P., X. DREZE, J. NUNES, E. PRANDELLI, I. SCOPELLITI, "The Effect of Critical Evaluation on Aesthetic Innovation: Debunking the Myth of Designer as Dictator" in 42nd EMAC Annual Conference 'Lost in Translation: Marketing in an Interconnected World' - June 4-7, 2013, Istanbul, Turkey

A glance at the future. effects of anticipated disclosure of newproduct concepts

SCOPELLITI, I., P. CILLO, D. MAZURSKY, "A glance at the future. effects of anticipated disclosure of newproduct concepts" in 41th EMAC Conference Marketing to Citizens Going beyond Customers and Consumers - 22-25 May, 2012, Lisbon, Portugal

Does exposure to concept products affect consumer judgment of marketed products?

SCOPELLITI, I., P. CILLO, D. MAZURSKY, "Does exposure to concept products affect consumer judgment of marketed products?" in 2011 Summer Marketing Educators' Conference - 5-7 August, 2011, San Francisco, United States of America

Effects of financial constraints and novelty seeking on consumer creativity

SCOPELLITI, I., P. CILLO, B. BUSACCA, D. MAZURSKY, "Effects of financial constraints and novelty seeking on consumer creativity" in SCP 2011 Winter Conference - February 24-27, 2011, Atlanta, United States of America

Financial constraints and individual antecedents of creativity in problem solving

SCOPELLITI, I., P. CILLO, B. BUSACCA, D. MAZURSKY, "Financial constraints and individual antecedents of creativity in problem solving" in 40th EMAC Conference - May 24 – 27, 2011, Ljubljana, Slovenia

Shock 'n' Shop. Exaggeration and Structural Alignment in a New Design Launch

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Innovation patterns in global fashion: firms' behavior and the influence of critical audience evaluation

CILLO, P., E. PRANDELLI, "Innovation patterns in global fashion: firms' behavior and the influence of critical audience evaluation" in Strategic Management Society Conference - September 12-15, 2010, Roma, Italy

Identity and conduct in global fashion: the influence of critical audience evaluation on firms' innovation patterns

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Explaining pattern in foreign market launch

NOORDHOFF, C., R. CHANDY, P. CILLO, O. NARASIMHAN, J. PRABHU, "Explaining pattern in foreign market launch" in 2009 INFORMS Marketing Science Conference - June 4-6,, 2009, Ann Arbor, Michigan, United States of America

Effects of Extreme Priming and Processing Fluency on the Evaluation of Design

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Effects of exaggerate priming and fluent processing on the evaluation of design

CILLO, P., I. SCOPELLITI, D. MAZURSKY, "Effects of exaggerate priming and fluent processing on the evaluation of design" in CFP: 2009 North American Conference - 22-25 October, 2009, Pittsburgh, United States of America

Designing coolness: brand building in the global fashion industry

CHANDY, R., O. NARASIMHAN, P. CILLO, J. PRABHU, "Designing coolness: brand building in the global fashion industry" in Marketing Science Conference - 12-14 June, 2008, Vancouver, Canada

Managing Integrators Where Integration Matters: Insights From Symbolic Industries

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Search style in style searching: learning exploration strategies from fashion firms

VERONA, G., P. CILLO, "Search style in style searching: learning exploration strategies from fashion firms" in 27th SMS Annual International Conference - October 14-17, 2007, San Diego, United States of America

Search Style In Style Searching: Learning Exploration Strategies From Fashion Firms

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Harmonizing the Organizational System of Meanings: The Power of Stylistic Innovation

CAPPETTA, R., P. CILLO, "Harmonizing the Organizational System of Meanings: The Power of Stylistic Innovation" in Academy of Management Annual Meeting - August 5-10, 2005, Honolulu, United States of America

Dominant Design in Fine Fashion: An Evolutionary Model for Symbolic Innovation

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Antecedents to corporate reputation and its impact on performance: empirical evidence from the fashion industry

CILLO, P., D. MAZURSKY, G. TROILO, "Antecedents to corporate reputation and its impact on performance: empirical evidence from the fashion industry" in 33th European Marketing Academy Conference - May 23-26, 2004, Murcia, Spain

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Sustaining Innovation Through Market Knowledge: Evidence From The Fashion Industry

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Edited Books

Innovazione e Management. Omaggio a Salvio Vicari

BERTOLI, G., S. CASTALDO, P. CILLO, G. TROILO, G. VERONA (Eds.), "Innovazione e Management. Omaggio a Salvio Vicari" - 2022, Egea, Milano, Italy

Editorials in Journal

Knowledge and trust in data-rich business environments

Contribution to Chapters, Books or Research Monographs

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L'evoluzione del pensiero scientifico di Salvio Vicari

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Far leva sulla creatività dei consumatori per alimentare con continuità il processo innovativo: evidenze empiriche dal settore moda

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L'innovazione come leva strategica per attrarre e trattenere gli investitori

CILLO, P., G. RUBERA, "L'innovazione come leva strategica per attrarre e trattenere gli investitori" in *Marketing, una disciplina fantastica: omaggio a Enrico Valdani*, Busacca Bruno, Costabile Michele (Eds.), Egea, pp. 213-248, 2018

Luxury Customer Experience and Engagement What Is the Impact of In-Store Technology?

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Innovation in Symbolic Industries. The Influence of Critical Audience's Evaluations on Fashion Companies' Behavior

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Sviluppo di Nuovi Prodotti

CILLO, P., G. VERONA, "Sviluppo di Nuovi Prodotti" in *Marketing e Fiducia*, S. Castaldo (Ed.), Il Mulino, pp. 357-380, 2010

From Market Research to Creativity Templates: Leveraging Tacit Knowledge for Ideation

BUSACCA, B., P. CILLO, D. MAZURSKY, "From Market Research to Creativity Templates: Leveraging Tacit Knowledge for Ideation" in Strategic Market Creation: A New Perspective on Marketing and Innovation Management., Carù A., Tollin K. (Eds.), John Wiley & Sons, Ltd, pp. 3-26, 2008

Strategie e strumenti per lo sviluppo della relazione con i clienti

CILLO, P., S. CASTALDO, F. ZERBINI, "Strategie e strumenti per lo sviluppo della relazione con i clienti" in Distribuzione: Retailing e Acquirente., S. Castaldo (Ed.), Il Sole 24 Ore - Università Bocconi Editore - La Repubblica, pp. 338-368, 2006

Developing a Brokering Capacity within the Firm. The Enactment of Market Knowledge

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Internet Customer Database: costruzione, gestione e struttura di un sistema informativo sul cliente in rete

OSTILLIO, M. C., P. CILLO, "Internet Customer Database: costruzione, gestione e struttura di un sistema informativo sul cliente in rete" in Il management nell'economia digitale., Scott W. G., Murtula M., Stecco M. (Eds.), Il Sole 24 Ore, 2003

La metamediazione: gestire le interazioni in un'economia virtuale

CILLO, P., E. PRANDELLI, "La metamediazione: gestire le interazioni in un'economia virtuale" in Il management nell'era della connessione., S. Vicari (Ed.), Egea, pp. 97-123, 2001

Digital Marketing

CILLO, P., G. VERONA, "Digital Marketing" in Technology Management Handbook., S. Vicari (Ed.), Egea, 2001

Prefaces, Postfaces, short Introductions

Introduzione: innovazione e management

BERTOLI, G., S. CASTALDO, P. CILLO, G. TROILO, G. VERONA, "Introduzione: innovazione e management" in Innovazione e Management: Omaggio a Salvio Vicari., G. Bertoli, S. Castaldo, P. Cillo, G. Troilo, G. Verona (Eds.), Egea, pp. 25-40, 2022

Articles upon Request/Invitation

Social CRM: quando i big data rafforzano i legami con i clienti

CILLO, P., E. PRANDELLI, "Social CRM: quando i big data rafforzano i legami con i clienti", Economia & Management, 2015, no. 1, pp. 9-12

Research Monographs

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