

# Gabriella Lojacono

Associate Professor



**Knowledge Group:** Strategy and Operations

**Research Domains:** International Management

**Teaching Domains:** Energy Transition, Circular Economy, Arbitrage and Offshoring, Market Strategy & Competition, Customer-Centric Innovation

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## Biography

Gabriella Lojacono is an Associate Professor of International Management at the Department of Management and Technology, Università Bocconi, and at SDA Bocconi School of Management. She serves as a Strategic Advisor in B4I, a business acceleration hub of Università Bocconi, and is the Director of the Executive Master in Luxury Management - EMiLUX.

Until 2019, she was a Senior Researcher at the Gucci Lab, Università Bocconi. From January 2017 to December 2020, she held the position of Faculty Deputy of the Knowledge Group Strategy and Entrepreneurship. She has coordinated several training and research projects primarily for companies in FMCG, fashion, cosmetics, eyewear, design, jewelry, automotive, hospitality, and F&B sectors. Since 2012, she has been part of the faculty of Elite-Euronext, a program that assists SMEs in their growth and access to public and private capital. Her research projects have focused on the international growth of companies. In recent years, she has conducted executive workshops dedicated to strategic planning. She teaches International Strategy Luxury Management and Design Thinking at the Master of Science level, and International Strategy and Merchandising in the Full-time MBA program.

She is the author of numerous essays and articles on her topics of expertise. Her work has been published in several journals, including *Economia & Management*, *Sloan Management Review*, *Long Range Planning*, *International Business Review*, and *Strategic Change*. Her latest two books are "Resilience of Luxury Companies in Times of Change" (with Laura Pan), De Gruyter (2021), and "The Future of Customer Luxury Experience", Kogan Page (2024). She has written many business cases archived in international databases on multinational companies such as Nespresso, Bottega Veneta, Starbucks, Davines, Inditex, Ferrari, Illy, Valentino, Nike, and Gucci.

Gabriella obtained a Degree in Business Economics with a specialization in Corporate Finance and a Ph.D. in Business Administration and Management from Università Bocconi, and an ITP (International Teachers Programme) organized by ISBM at HEC Paris. During her Ph.D., she was a Visiting Scholar at Copenhagen

Business School and collaborated on Design Thinking projects with Design Continuum, Boston.

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## Edited Books

### **The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences**

LOJACONO, G. (Ed.), "The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences" - 2024, Kogan Page

### **Vincere con le idee. Innovazione, design, performance**

BAGLIERI, E., G. LOJACONO (Eds.), "Vincere con le idee. Innovazione, design, performance" - 2009, Egea, Milano, Italy

### **Trend evolutivi e modifica dei Business Model nel settore dell'illuminazione**

LOJACONO, G. (Ed.), "Trend evolutivi e modifica dei Business Model nel settore dell'illuminazione" - 2005, Franco Angeli, Milano, Italy

### **Il sistema gioiello tra tradizione ed innovazione**

CARCANO, L., E. P. CORBELLINI, G. LOJACONO, P. VARACCA (Eds.), "Il sistema gioiello tra tradizione ed innovazione" - 2002, Etas Libri, Milano, Italy

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## Contribution to Chapters, Books or Research Monographs

### **The alchemy of luxury: Brand identity and value creation**

LOJACONO, G., "The alchemy of luxury: Brand identity and value creation" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 1, pp. 7-21, 2024

### **(Un)setting the boundaries: The world of luxury and its protagonists**

LOJACONO, G., "(Un)setting the boundaries: The world of luxury and its protagonists" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 2, pp. 22-58, 2024

### **Timeless yet timely: The paradox of luxury authenticity**

LOJACONO, G., "Timeless yet timely: The paradox of luxury authenticity" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 3, pp. 59-79, 2024

### **Experience-led luxury strategies: How brands are reshaping customer activation and engagement**

LOJACONO, G., "Experience-led luxury strategies: How brands are reshaping customer activation and engagement" in *The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences.*, Gabriella Lojacono (Ed.), Kogan Page, chap. 5, pp. 89-137, 2024

### **Seamless retail: Bridging the digital and physical divide**

LOJACONO, G., "Seamless retail: Bridging the digital and physical divide" in *The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences.*, Gabriella Lojacono (Ed.), Kogan Page, chap. 6, pp. 138-182, 2024

### **How to build a 360° view of the customer to nurture personalized relationships**

LOJACONO, G., "How to build a 360° view of the customer to nurture personalized relationships" in *The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences.*, Gabriella Lojacono (Ed.), Kogan Page, chap. 7, pp. 183-199, 2024

### **Il Lusso è Cultura**

LOJACONO, G., "Il Lusso è Cultura" in *Manager del Futuro.*, E. Baglieri (Ed.), Egea, chap. 8, pp. 123-135, 2022

### **The Entry in International Markets**

LOJACONO, G., "The Entry in International Markets" in *Corporate Strategy For A Sustainable Growth. Alignment, Execution, and Transformation.*, G. Corbetta, P. Morosetti (Eds.), Bocconi University Press - BUP, chap. 12, pp. 145-154, 2020

### **Organizing export strategies**

LOJACONO, G., M. VENZIN, "Organizing export strategies" in *Orchestration of the Global Network Organization - Advances in International Management.*, T. Pedersen, M. Venzin, T. M. Devinney, L. Tihanyi (Eds.), Emerald Group Publishing Limited, vol. 27, pp. 283-298, 2014

### **Exploring processes and capabilities in offshoring intermediation**

LOJACONO, G., O. ANNUSHKINA, "Exploring processes and capabilities in offshoring intermediation" in *The offshoring challenge: strategic design and innovation for tomorrow's organization.*, T. Pedersen, L. Bals, P.D. Ørberg Jensen, M. M. Larsen (Eds.), Springer, pp. 79-98, 2013

### **Imitative offshoring strategies. Lessons learnt from the Italian small domestic appliance industry**

LOJACONO, G., O. ANNUSHKINA, "Imitative offshoring strategies. Lessons learnt from the Italian small domestic appliance industry" in *Global Outsourcing and Offshoring.*, Contractor F., Vikas Kumar, Sumit K. Kundu, Torben Pedersen (Eds.), Cambridge University Press, pp. 411-448, 2010

### **Innovazione: le tematiche strategiche**

BAGLIERI, E., G. LOJACONO, "Innovazione: le tematiche strategiche" in *Vincere con le idee. Innovazione, design, performance.*, Enzo Baglieri, Gabriella Lojacono (Eds.), Egea, pp. 9-34, 2009

### **Whirpool: progettare e valutare l'innovazione**

LOJACONO, G., M. SIGNA, P. VARACCA, "Whirpool: progettare e valutare l'innovazione" in *Vincere con le idee. Innovazione, design, performance.*, Enzo Baglieri, Gabriella Lojacono (Eds.), Egea, pp. 149-160, 2009

## **The Italian Furniture Industry and the Kartell Case Study**

LOJACONO, G., "The Italian Furniture Industry and the Kartell Case Study" in Design Management. Exploring Fieldwork and Applications., Jerrad R., Hands D. (Eds.), Routledge, pp. 50-71, 2007

## **Il profilo strutturale della filiera degli apparecchi per l'illuminazione**

CATALANI, A., G. LOJACONO, P. VARACCA, "Il profilo strutturale della filiera degli apparecchi per l'illuminazione" in Trend Evolutivi e Modifica dei Business Model nel Settore dell'Illuminazione., G. Lojacono (Ed.), Franco Angeli, pp. 25-58, 2005

## **Le strategie competitive**

LOJACONO, G., P. VARACCA, "Le strategie competitive" in Trend Evolutivi e Modifica dei Business Model nel Settore dell'Illuminazione., G. Lojacono (Ed.), Franco Angeli, pp. 96-119, 2005

## **Un'analisi del sistema arredamento italiano**

LOJACONO, G., "Un'analisi del sistema arredamento italiano" in Disegnato in Italia. Il design come elemento competitivo nella piccola-media impresa., L. Galloni, R. Mangiarotti (Eds.), Hoepli, pp. 57-68, 2005

## **Il prodotto e la sua creazione**

LOJACONO, G., P. VARACCA, "Il prodotto e la sua creazione" in Il sistema gioiello tra tradizione ed innovazione., L.Carcano, E.Corbellini, G.Lojacono, P.Varacca (Eds.), Etas Libri, pp. 51-80, 2002

## **La criticità e l'evoluzione della distribuzione**

LOJACONO, G., "La criticità e l'evoluzione della distribuzione" in Il sistema gioiello tra tradizione ed innovazione., L.Carcano, E.Corbellini, G.Lojacono, P.Varacca (Eds.), Etas Libri, pp. 81-106, 2002

## **I distretti del mobile: Brianza Comasca e Milanese; Livenza e Quartier Del Piave**

LOJACONO, G., M. CHIARVESIO, "I distretti del mobile: Brianza Comasca e Milanese; Livenza e Quartier Del Piave" in La sfida delle tecnologie di rete: distretti lombardi e veneti a confronto., G. Brunetti, M.Marelli, M. Minoja (Eds.), Franco Angeli, pp. 124-176, 2002

## **Arred@mento on line. L'impatto di Internet nel settore arredamento**

LOJACONO, G., "Arred@mento on line. L'impatto di Internet nel settore arredamento" in E-Business: condizioni e strumenti per le imprese vincenti., C. Dematté (Ed.), Etas Libri, pp. 497-522, 2001

## **Il distretto del mobile della Brianza Comasca e Milanese**

LOJACONO, G., "Il distretto del mobile della Brianza Comasca e Milanese" in Euro e distretti industriali – Una ricerca nella realtà lombarda., G.Brunetti, M.Marelli, F.Visconti (Eds.), Franco Angeli, pp. 73-126, 2000

## **External Economies and Value Net Strategies in Italian Furniture Districts**

LOJACONO, G., M. LORENZEN, "External Economies and Value Net Strategies in Italian Furniture Districts" in Specialisation and Localised Learning., Lorenzen, M. (Eds.), Copenhagen Business School Press, pp. 71-94, 1998

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## Teaching Materials

### **Bottega Veneta: Prioritizing Value over Volume to Preserve Authenticity**

LOJACONO, G. - "Bottega Veneta: Prioritizing Value over Volume to Preserve Authenticity" - 2023, SDA Bocconi, Milano, Italy

### **Nike: Blurring Lines Between Physical and Digital World**

LOJACONO, G. - "Nike: Blurring Lines Between Physical and Digital World" - 2023, Università Commerciale Luigi Bocconi, Italy

### **Aura Consortium Blockchain: How to Raise Brand Experience to the next Level through Technology and Data**

LOJACONO, G. - "Aura Consortium Blockchain: How to Raise Brand Experience to the next Level through Technology and Data" - 2023, Università Commerciale Luigi Bocconi, Italy

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## Articles in Scholarly Journals

### **L'eccellenza si fa in gruppo: il caso Florence**

LOJACONO, G., "L'eccellenza si fa in gruppo: il caso Florence", *Economia & Management*, 2023, no. 3, pp. 26-30

### **L'autenticità genera unicità, fiducia e fedeltà**

LOJACONO, G., "L'autenticità genera unicità, fiducia e fedeltà", *Economia & Management*, 2023, no. 3, pp. 34-37

### **The fine line between localization and cultural appropriation in personal luxury goods: An exploratory study**

LOJACONO, G., "The fine line between localization and cultural appropriation in personal luxury goods: An exploratory study", *Strategic Change*, 2022, vol. 31, no. 5, pp. 487-496

### **Il mondo del lusso non è più lo stesso (ed è meglio così) - The World of Luxury is No Longer the Same (Which is Good)**

LOJACONO, G., "Il mondo del lusso non è più lo stesso (ed è meglio così) - The World of Luxury is No Longer the Same (Which is Good)", *Economia & Management*, 2020, no. 4, pp. 63-69

### **Offshoring, local market entry, and the strategic context of cross-border alliances: The impact on the governance mode**

LOJACONO, G., N. MISANI, S. TALLMAN, "Offshoring, local market entry, and the strategic context of cross-border alliances: The impact on the governance mode", *International Business Review*, 2017, vol. 26, no. 3, pp. 435-447

### **Interior design 4.0**

LOJACONO, G., M. VIZZACCARO, "Interior design 4.0", Economia & Management, 2017, no. 2, pp. 66-71

### **Il contract: un modello di internazionalizzazione per l'arredamento**

LOJACONO, G., A. CATALANI, A. BRUNO, "Il contract: un modello di internazionalizzazione per l'arredamento", Economia & Management, 2012, no. 6, pp. 71-94

### **Strategie di Outsourcing e Offshoring: driver e impatto sui modelli di business**

LOJACONO, G., "Strategie di Outsourcing e Offshoring: driver e impatto sui modelli di business", Economia & Management, 2009, no. 2, pp. 17-26

### **Il ruolo degli importatori in uno scenario globale. Il caso degli elettrodomestici di largo consumo**

LOJACONO, G., O. ANNUSHKINA, "Il ruolo degli importatori in uno scenario globale. Il caso degli elettrodomestici di largo consumo", Economia & Management, 2009, no. 1, pp. 57-70

### **Private Equity e gruppi multibrand nel sistema arredamento**

LOJACONO, G., N. GUERINI, "Private Equity e gruppi multibrand nel sistema arredamento", Economia & Management, 2008, no. 3, pp. 97-144

### **Managing design and designers for strategic renewal**

RAVASI, D., G. LOJACONO, "Managing design and designers for strategic renewal", Long Range Planning, 2005, vol. 38, no. 1, pp. 51-77

### **Il mercato USA dell'arredamento: quali opportunità e sfide per le aziende italiana di alta gamma?**

LOJACONO, G., "Il mercato USA dell'arredamento: quali opportunità e sfide per le aziende italiana di alta gamma?", Economia & Management, 2004, no. 4, pp. 61-79

### **The evolution of the design-inspired enterprise**

LOJACONO, G., G. ZACCAI, "The evolution of the design-inspired enterprise", Mit Sloan Management Review, 2004, vol. 45, pp. 75-79

### **Il business to consumer nel sistema arredamento: ostacoli alla diffusione e condizioni di successo**

LOJACONO, G., L. CARCANO, "Il business to consumer nel sistema arredamento: ostacoli alla diffusione e condizioni di successo", Economia & Management, 2001, no. 6, pp. 71-84

### **Strategie di sviluppo del territorio: il ruolo delle One-Stop Agency. Esperienze internazionali a confronto**

LOJACONO, G., C. TRIPODI, "Strategie di sviluppo del territorio: il ruolo delle One-Stop Agency. Esperienze internazionali a confronto", Economia & Management, 1999, no. 6, pp. 97-110

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## **Cases in International Case Collections**

### **Ferrari: Exclusivity & Resilience**

LOJACONO, G., L. R. Y. PAN - "Ferrari: Exclusivity & Resilience" - 2022, The Case Centre, Great Britain

### **The global market for italian sparkling wine**

LOJACONO, G., N. MISANI - "The global market for italian sparkling wine" - 2021, The Case Centre, Great Britain

**Illycaffè's International Growth. Evaluating Foreign Demand for Italian Super-Premium Coffee**

LOJACONO, G., N. MISANI, M. SESINI - "Illycaffè's International Growth. Evaluating Foreign Demand for Italian Super-Premium Coffee" - 2021, The Case Centre, Great Britain

**Farfetch: How to Stay Ahead of the Curve in Luxury e-Commerce**

LOJACONO, G., N. MISANI - "Farfetch: How to Stay Ahead of the Curve in Luxury e-Commerce" - 2021, The Case Centre, Great Britain

**SDF Internationalization: A Family Business, from Its Local Beginnings to International Expansion**

LOJACONO, G., M. SESINI - "SDF Internationalization: A Family Business, from Its Local Beginnings to International Expansion" - 2020, The Case Centre, Great Britain

**Davines: Internationalizing a niche**

LOJACONO, G., N. MISANI - "Davines: Internationalizing a niche" - 2017, The Case Centre, Great Britain

**The International Growth of Fast Fashion Retailers: The Inditex Case**

LOJACONO, G., N. MISANI, P. VARACCA CAPELLO - "The International Growth of Fast Fashion Retailers: The Inditex Case" - 2013, The Case Centre, Great Britain

**China vs Vietnam: Almax's Market Selection (A)**

LOJACONO, G. - "China vs Vietnam: Almax's Market Selection (A)" - 2012, The Case Centre, Great Britain

**China vs Vietnam: Almax's Market Selection (B)**

LOJACONO, G. - "China vs Vietnam: Almax's Market Selection (B)" - 2012, The Case Centre, Great Britain

**Boffi (A): Managing Internationalization in Luxury Goods**

LOJACONO, G. - "Boffi (A): Managing Internationalization in Luxury Goods" - 2010, The Case Centre, Great Britain

**Boffi (B): Evaluating Foreign Market Profitability**

LOJACONO, G. - "Boffi (B): Evaluating Foreign Market Profitability" - 2010, The Case Centre, Great Britain

**B&B ITALIA: Managing Product Development in a Design Factory**

LOJACONO, G. - "B&B ITALIA: Managing Product Development in a Design Factory" - 2010, The Case Centre, Great Britain

**Kartell: Managing the Turnaround**

LOJACONO, G. - "Kartell: Managing the Turnaround" - 2005, The Case Centre, Great Britain

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## Practice-Oriented Books

### **Resilience of Luxury Companies in Times of Change**

LOJACONO, G., L. R. Y. PAN - "Resilience of Luxury Companies in Times of Change" - 2021, De Gruyter, Berlin, Germany

### **Il mondo orafa fra tradizione e innovazione**

CORBELLINI, E., L. CARCANO, P. VARACCA, G. LOJACONO - "Il mondo orafa fra tradizione e innovazione" - 2002, Etas Libri, Milano, Italy

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## **Research Monographs**

### **Made in Italy industries. Managerial issues and best practices**

CARCANO, L., G. LOJACONO - "Made in Italy industries. Managerial issues and best practices" - 2018, Bocconi University Press - BUP, Milano, Italy

### **Italian beauty. Il mercato italiano della bellezza tra sogno e innovazione.**

AIROLDI, A., G. LOJACONO - "Italian beauty. Il mercato italiano della bellezza tra sogno e innovazione." - 2014, Rizzoli, Italy

### **Competitività e crescita internazionale del sistema arredamento**

LOJACONO, G. - "Competitività e crescita internazionale del sistema arredamento" - 2008, Etas Libri, Milano, Italy

### **Competitività internazionale, business model e opzioni strategiche nel settore serramenti**

LOJACONO, G., L. CARCANO, A. CATALANI - "Competitività internazionale, business model e opzioni strategiche nel settore serramenti" - 2007, Franco Angeli, Milano, Italy

### **Le imprese del sistema arredamento: strategie di design, prodotto e distribuzione - II Edizione**

LOJACONO, G. - "Le imprese del sistema arredamento: strategie di design, prodotto e distribuzione - II Edizione" - 2003, Etas Libri, Milano, Italy

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## **Proceedings/Presentations**

### **Controlling Offshore Activities: The Choice of Equity vs. Non-Equity Alliances**

LOJACONO, G., N. MISANI, S. TALLMAN, "Controlling Offshore Activities: The Choice of Equity vs. Non-Equity Alliances" in Academy of International Business Meeting - June 23-26, 2014, Vancouver, Canada

### **The role of international trade intermediaries in a global context: the case of small household appliances**

LOJACONO, G., O. ANNUSHKINA, "The role of international trade intermediaries in a global context: the case of small household appliances" in Proceedings of the 51st Annual Meeting of the Academy of international Business - June 27-30, 2009, San Diego, CA, United States of America

### **Export strategies: archetypes and their performance impacts**

LOJACONO, G., M. VENZIN, "Export strategies: archetypes and their performance impacts" in Proceedings of the 51st Annual Meeting of the Academy of international Business - June 27-30, 2009, San Diego, CA, United States of America

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## **Articles upon Request/Invitation**

### **Il Salone delle meraviglie**

LOJACONO, G., A. CATALANI, "Il Salone delle meraviglie", Economia & Management, 2008, no. 4, pp. 56-57

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## **Research Notes or short Articles in Journals**

### **Da Export Manager a International Business Developper nelle PMI del sistema arredo**

LOJACONO, G., M. VENZIN, "Da Export Manager a International Business Developper nelle PMI del sistema arredo", Economia & Management, 2008, no. 4, pp. 54-55