

Giulia Cappellaro

Associate Professor



Knowledge Group: Government, Health and Not for Profit

Research Domains: Business Government Relations

Teaching Domains:

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Biography

Giulia Cappellaro is an Associate Professor at the Department of Social and Political Sciences at Università Bocconi. She is also faculty affiliate at Centre for Research on Health and Social Care Management (CERGAS), honorary senior research associate at UCL School of Management, and affiliated member at the Research Center for Work, Technology and Organization at Emlyon Business School.

She is a social scientist with an interdisciplinary interest in organization theory, public policy and administration, and health care research. She studies the dynamics of collaboration and change in sectors of public interest, in contexts characterized by ambiguous or competing pressures. In particular, she focuses on three research domains: (i) collaborative governance and public-private collaboration; (ii) ambiguity in and around organizations; (iii) institutional dynamics, novel technologies and professions. Many of her articles have been published in journals such as the Academy of Management Journal and JMIR Research Protocols.

She got a PhD in Management Studies from Cambridge Judge Business School and a MSc in Economics and Management of Public Administrations and International Institutions from Università Bocconi.

Articles in Scholarly Journals

Bridging Global Mandates and Local Realities: Intermediary Clusters and Interorganizational Collaboration for International Development

CAPPELLARO, G., V. MELE, S. ANSARI, "Bridging Global Mandates and Local Realities: Intermediary Clusters and Interorganizational Collaboration for International Development", *Organization Studies*, 2025, vol. 46, no. 2, pp. 157–185

Conceptualisation and measurement of healthy ageing: Insights from a systematic literature review

PIRIU, A. A., M. V. BUFALI, G. CAPPELLARO, A. COMPAGNI, A. TORBICA, "Conceptualisation and measurement of healthy ageing: Insights from a systematic literature review", *Social Science & Medicine*, 2025, vol. 374, pp. 117933

Adoption of artificial intelligence applications in clinical practice: Insights from a Survey of Healthcare Organizations in Lombardy, Italy

ARDITO, V., G. CAPPELLARO, A. COMPAGNI, F. PETRACCA, L. M. PRETI, "Adoption of artificial intelligence applications in clinical practice: Insights from a Survey of Healthcare Organizations in Lombardy, Italy", *Digital Health*, 2025, vol. 11

Trajectories of Value Generation and Capturing by Public–Private Hybrids: Mechanisms of multi-level governance in healthcare

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Responding to Professional Knowledge Disruptions of Unmitigable Uncertainty: The Role of Emotions, Practices, and Moral Duty among COVID-19 Physicians

COMPAGNI, A., G. CAPPELLARO, A. NIGAM, "Responding to Professional Knowledge Disruptions of Unmitigable Uncertainty: The Role of Emotions, Practices, and Moral Duty among COVID-19 Physicians", *Academy of Management Journal*, 2024, vol. 67, no. 3, pp. 829–861

Public–private hybrid organisations in the public sector: Evidence and future directions from a systematic literature review

PEROBELLI, E., G. CAPPELLARO, R. SAPORITO, "Public–private hybrid organisations in the public sector: Evidence and future directions from a systematic literature review", *Public Management Review*, 2024, vol. 27, no. 11, pp. 2615-2642

Implementation of Machine Learning Applications in Health Care Organizations: Systematic Review of Empirical Studies

PRETI, L. M., V. ARDITO, A. COMPAGNI, F. PETRACCA, G. CAPPELLARO, "Implementation of Machine Learning Applications in Health Care Organizations: Systematic Review of Empirical Studies", *Journal of Medical Internet Research*, 2024, vol. 26, pp. e55897

Implementation of Machine Learning Applications in Healthcare Organizations: Protocol for a Systematic Review of Empirical Studies

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Protocol for a qualitative study to explore acceptability, barriers and facilitators of the implementation of new teleophthalmology technologies between community optometry practices and hospital eye services

BLANDFORD, A., S. ABDI, A. ARISTIDOU, J. CARMICHAEL, G. CAPPELLARO, R. HUSSAIN, K. BALASKAS, "Protocol for a qualitative study to explore acceptability, barriers and facilitators of the implementation of new teleophthalmology technologies between community optometry practices and hospital eye services", *BMJ Open*, 2022, vol. 12, no. 7, pp. e060810

Maintaining Strategic Ambiguity for Protection: Struggles over Opacity, Equivocality, and Absurdity around the Sicilian Mafia

CAPPELLARO, G., A. COMPAGNI, E. VAARA, "Maintaining Strategic Ambiguity for Protection: Struggles over Opacity, Equivocality, and Absurdity around the Sicilian Mafia", *Academy of Management Journal*, 2021, vol. 64, no. 1, pp. 1-37

Enhancing Methodological Reporting in Public Administration: The Functional Equivalents Framework

MELE, V., M. ESTEVE, S. LEE, G. BEL, G. CAPPELLARO, N. PETROVSKY, S. M. OSPINA, "Enhancing Methodological Reporting in Public Administration: The Functional Equivalents Framework", *The American Review of Public Administration*, 2020, vol. 50, no. 8, pp. 811-824

From Logic Acceptance to Logic Rejection: The Process of Destabilization in Hybrid Organizations

CAPPELLARO, G., P. TRACEY, R. GREENWOOD, "From Logic Acceptance to Logic Rejection: The Process of Destabilization in Hybrid Organizations", *Organization Science*, 2020, vol. 31, no. 2, pp. 415-438

Cross-level coordination among international organizations: Dilemmas and practices

MELE, V., G. CAPPELLARO, "Cross-level coordination among international organizations: Dilemmas and practices", *Public Administration*, December 2018, vol. 96, no. 4, pp. 736-752

Life beyond emergence: Institutional intermediaries and the persistence of hybrid forms

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PPPs in health and social services: a performance measurement perspective

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Ethnography in Public Management Research: A Systematic Review and Future Directions

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Institutional public private partnerships for core health services: Evidence from Italy

CAPPELLARO, G., F. LONGO, "Institutional public private partnerships for core health services: Evidence from Italy", *BMC Health Services Research*, 2011, vol. 11, pp. 82-90

The Intellectual Structure of Research into PPPs

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Diffusion of medical technology: The role of financing

CAPPELLARO, G., S. GHISLANDI, E. ANESSI-PESSINA, "Diffusion of medical technology: The role of financing", Health Policy, 2011, vol. 100, no. 1, pp. 51-59

Uptake and diffusion of medical technology innovation in Europe: What role for funding and procurement policies?

TORBICA, A., G. CAPPELLARO, "Uptake and diffusion of medical technology innovation in Europe: What role for funding and procurement policies?", Journal of Medical Marketing, 2010, vol. 10, no. 1, pp. 61-69

Funding health technologies in decentralized systems: A comparison between Italy and Spain

CAPPELLARO, G., G. FATTORE, A. TORBICA, "Funding health technologies in decentralized systems: A comparison between Italy and Spain", Health Policy, 2009, vol. 92, no. 2-3, pp. 313-321

Public private partnership: un'analisi bibliometrica

CAPPELLARO, G., C. CUCCURULLO, M. MARSILIO, "Public private partnership: un'analisi bibliometrica", Azienda Pubblica, 2009, no. 2, pp. 357-382

Relazioni pubblico-privato nel settore dell'ortopedia e della riabilitazione: evidenze dalla Regione Veneto

CAPPELLARO, G., M. MARSILIO, "Relazioni pubblico-privato nel settore dell'ortopedia e della riabilitazione: evidenze dalla Regione Veneto", Mecosan, 2009, no. 18, pp. 87-111

Financing medical devices: The case of implantable cardioverter defibrillators and coronary stents in Italy

CAPPELLARO, G., A. TORBICA, "Financing medical devices: The case of implantable cardioverter defibrillators and coronary stents in Italy", Eurohealth, 2008, vol. 14, no. 3, pp. 7-9

Le collaborazioni pubblico-privato per la gestione dei servizi sanitari: riflessioni alla luce della ricognizione delle esperienze internazionali e nazionali

CAPPELLARO, G., M. MARSILIO, "Le collaborazioni pubblico-privato per la gestione dei servizi sanitari: riflessioni alla luce della ricognizione delle esperienze internazionali e nazionali", Mecosan, 2007, vol. 16, no. 63, pp. 9-35

Other

Artificial intelligence in the ward: Two paths to adoption in clinical practice - Intelligenza artificiale in corsia: due vie per l'adozione nella pratica clinica

CAPPELLARO, G., V. ARDITO, A. COMPAGNI, F. PETRACCA, L. M. PRETI, "Artificial intelligence in the ward: Two paths to adoption in clinical practice - Intelligenza artificiale in corsia: due vie per l'adozione nella pratica clinica", SDA Bocconi Insight, 29 September 2025

AI e dati sintetici cambieranno la Sanità, ma solo con le giuste regole

CAPPELLARO, G., M. GERVASI, "AI e dati sintetici cambieranno la Sanità, ma solo con le giuste regole", Agenda Digitale, 22 November 2023

Book Review: Institutional Theory and Organizational Change

CAPPELLARO, G., "Book Review: Institutional Theory and Organizational Change", *Organization Studies*, 2014, vol. 35, no. 12, pp. 1893-1896

Other in Journals

Advancing the understanding, measurement and monitoring of healthy ageing: A systematically derived framework and dataset mapping associated constructs, measures and measurement approaches

PIRIU, A. A., M. V. BUFALI, G. CAPPELLARO, A. COMPAGNI, A. TORBICA, "Advancing the understanding, measurement and monitoring of healthy ageing: A systematically derived framework and dataset mapping associated constructs, measures and measurement approaches", *Data in Brief*, 2025, vol. 62, pp. 111916

Contribution to Chapters, Books or Research Monographs

Steering or Drifting? Reviving Social Equity Through Performance Measurement in Hybrid Organizations: A Case from Italy

PEROBELLI, E., G. GIACOMELLI, G. CAPPELLARO, R. SAPORITO, "Steering or Drifting? Reviving Social Equity Through Performance Measurement in Hybrid Organizations: A Case from Italy" in *Social Equity and Public Management Theory. A Global Outlook.*, Kimberly Wiley, Sarah Young, Denita Cepiku (Eds.), Routledge, Taylor and Francis Group, chap. 4, pp. 57-78, 2024

Social Control Agents and the Evolving Definition of Wrongdoing: The Case of the Gray Area Around the Mafia

CAPPELLARO, G., A. COMPAGNI, E. VAARA, "Social Control Agents and the Evolving Definition of Wrongdoing: The Case of the Gray Area Around the Mafia" in *Organizational Wrongdoing as the "Foundational" Grand Challenge: Definitions and Antecedents.*, Claudia Gabbioneta, Marco Clemente, Royston Greenwood (Eds.), Emerald Publishing Limited, vol. 84, pp. 13-30, 2023

In the Land of Sand and Oil: How the Macrofoundations of a Tribal Society Shape the Implementation of Public–Private Partnerships

BIYGAUTANE, M., E. MICELOTTA, C. GABBIONETA, G. CAPPELLARO, "In the Land of Sand and Oil: How the Macrofoundations of a Tribal Society Shape the Implementation of Public–Private Partnerships" in *Macrofoundations: Exploring the Institutionally Situated Nature of Activity.*, Christopher W. J. Steele, Timothy R. Hannigan, Vern L. Glaser, Madeline Toubiana, Joel Gehman (Eds.), Emerald Publishing Limited, pp. 67-96, 2020

Gli impatti del PPP nel ridisegno dell'offerta ospedaliera: esiti, determinanti, prospettive

VECCHI, V., G. CAPPELLARO, F. LONGO, A. RICCI, "Gli impatti del PPP nel ridisegno dell'offerta ospedaliera: esiti, determinanti, prospettive" in *Rapporto OASI 2015. Osservatorio sulle aziende e sul sistema sanitario*

italiano., CERGAS (Ed.), Egea, chap. 8, pp. 279-307, 2015

Le Sperimentazioni Gestionali nel SSN: rilevazione nazionale e analisi dei modelli emergenti

CAPPELLARO, G., F. LONGO, A. RICCI, "Le Sperimentazioni Gestionali nel SSN: rilevazione nazionale e analisi dei modelli emergenti" in Rapporto OASI 2012. L'aziendalizzazione della sanità in Italia., E. Cantù (Ed.), Egea, chap. 12, pp. 393-438, 2012

Processi di accentrimento degli approvvigionamenti in sanità: una prima analisi di impatto

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Proceedings/Presentations

Conceptualisation and Measurement of Healthy Ageing: Insights from a Systematic Literature Review

PIRIU, A. A., M. V. BUFALI, G. CAPPELLARO, A. COMPAGNI, A. TORBICA, "Conceptualisation and Measurement of Healthy Ageing: Insights from a Systematic Literature Review" in General Meeting Age-It, May 20-22, 2024, Venezia, Italy

Steering or drifting? Reviving social equity through information use in public-private hybrid organizations

PEROBELLI, E., G. GIACOMELLI, G. CAPPELLARO, R. SAPORITO, "Steering or drifting? Reviving social equity through information use in public-private hybrid organizations" in IRSPM Conference 2023 - April 3-5, 2023, Budapest, Hungary

The Appropriation of Public Space: Anti-Restriction Protests during the COVID-19 Pandemic

CAPPELLARO, G., A. COMPAGNI, "The Appropriation of Public Space: Anti-Restriction Protests during the COVID-19 Pandemic" in 82nd Annual Meeting of the Academy of Management - August 5-9, 2022, Seattle, WA, United States of America

Fixing or managing hybrids? A systematic literature review

PEROBELLI, E., G. CAPPELLARO, R. SAPORITO, "Fixing or managing hybrids? A systematic literature review" in IRSPM Conference 'Facing the future: Evolving social-political-administrative relations and the future of administrative systems', 19-22 April, 2022, (online)

Temporary and Permanent Organizing in Systemic Crises: A Study of Professional Responses to Covid-19

COMPAGNI, A., G. CAPPELLARO, "Temporary and Permanent Organizing in Systemic Crises: A Study of Professional Responses to Covid-19" in 81th Annual Meeting of the Academy of Management - July 30-August 3, 2021, (online), United States of America

Life beyond emergence: Institutional intermediaries and the persistence of hybrid forms

CAPPELLARO, G., A. COMPAGNI, "Life beyond emergence: Institutional intermediaries and the persistence of hybrid forms" in 78th Annual Meeting of the Academy of Management, August 10-14, 2018, Chicago IL, United States of America

Performance Measurement of Hybrid Organizations: Public Private Partnerships in the Italian Health Care

RICCI, A., G. CAPPELLARO, "Performance Measurement of Hybrid Organizations: Public Private Partnerships in the Italian Health Care" in X Trans Atlantic Dialogue - 5-7 June, 2014, Lugano, Switzerland

Performance Measurement of Hybrid Organizations: Insights From Contingency Theory

RICCI, A., G. CAPPELLARO, "Performance Measurement of Hybrid Organizations: Insights From Contingency Theory" in XVIII IRSPM Conference - 9-11 April, 2014, Ottawa, Canada

Rilevazione nazionale delle Sperimentazioni Gestionali: analisi di cluster e valutazione dei modelli emergenti in ottica di politica sanitaria regionale

RICCI, A., G. CAPPELLARO, "Rilevazione nazionale delle Sperimentazioni Gestionali: analisi di cluster e valutazione dei modelli emergenti in ottica di politica sanitaria regionale" in XVII Congresso Associazione Italiana Economia Sanitaria – 15-16 Novembre, 2012, Roma, Italy

Research Monographs

Ambiguity in Organization Theory: From Intrinsic to Strategic Perspectives

CAPPELLARO, G., A. COMPAGNI, E. VAARA - "Ambiguity in Organization Theory: From Intrinsic to Strategic Perspectives" - 2023, Cambridge University Press, Cambridge, Great Britain

Articles in national/international newspapers

Organizzazioni sanitarie, dal gap alle leve di sviluppo

CAPPELLARO, G., "Organizzazioni sanitarie, dal gap alle leve di sviluppo", Il Sole 24 Ore, 25 July 2023