

# Andrea Ordanini

Full Professor



**Knowledge Group:** Marketing

**Research Domains:** Marketing Management

**Teaching Domains:** B2B Marketing, Service Marketing, Big Data and AI  
Marketing

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## Articles in Scholarly Journals

### **Unintended consequences of in-store technology for frontline employees: An empirics-first approach**

NANNI, A., A. ORDANINI, "Unintended consequences of in-store technology for frontline employees: An empirics-first approach", *Journal of the Academy of Marketing Science*, 2025, vol. 53, pp. 129–149

### **Digital signage for promoting price discounts: First insights into customer spending on distant and nearby discounted products**

NANNI, A., A. ORDANINI, "Digital signage for promoting price discounts: First insights into customer spending on distant and nearby discounted products", *Journal of Retailing*, 2024, vol. 100, no. 2, pp. 186-198

### **Fueling innovation management research: Future directions and five forward-looking paths**

SPANJOL, J., C. H. NOBLE, M. BAER, M. L. A. M. BOGERS, J. BOHLMANN, R. B. BOUNCKEN, L. BSTIELER, L. M. DE LUCA, R. GARCIA, G. GEMSER, D. GREWAL, M. HOEGL, S. KUESTER, M. KUMAR, R. LEE, D. MAHR, C. NAKATA, A. ORDANINI, A. RINDFLEISCH, V. P. SEIDEL, A. SORESCU, R. VERGANTI, M. WETZELS, "Fueling innovation management research: Future directions and five forward-looking paths", *Journal of Product Innovation Management*, 2024, vol. 41, no. 5, pp. 893-948

### **I am not talking to you: Partitioning an audience in an attempt to solve the self-promotion dilemma**

VALSESIA, F., J. C. NUNES, A. ORDANINI, "I am not talking to you: Partitioning an audience in an attempt to solve the self-promotion dilemma", *Organizational Behavior and Human Decision Processes*, 2021, vol. 165, pp. 76-89

### **The Concept of Authenticity: What It Means to Consumers**

NUNES, J. C., A. ORDANINI, G. GIAMBASTIANI, "The Concept of Authenticity: What It Means to Consumers", *Journal of Marketing*, 2021, vol. 85, no. 4, pp. 1-20

### **Dynamic Governance Matching in Solution Development**

COLM, L., I. M., A. ORDANINI, T. BORNEMANN, "Dynamic Governance Matching in Solution Development", Journal of Marketing, 2020, vol. 84, no. 1, pp. 105-124

### **Modeling Dynamics in Crowdfunding**

KIM, C., P. K. KANNAN, M. TRUSOV, A. ORDANINI, "Modeling Dynamics in Crowdfunding", Marketing Science, 2020, vol. 39, no. 2, pp. 339-365

### **How important is alignment of social media use and R&D–Marketing cooperation for innovation success?**

NIJSSEN, E. J., A. ORDANINI, "How important is alignment of social media use and R&D–Marketing cooperation for innovation success?", Journal of Business Research, 2020, vol. 116, pp. 1-12

### **Free upgrades with costly consequences**

POLYAKOVA, A., Z. C. ESTES, A. ORDANINI, "Free upgrades with costly consequences", European Journal of Marketing, 2020, vol. 54, no. 4, pp. 691-712

### **The featuring phenomenon in music: how combining artists of different genres increases a song's popularity**

ORDANINI, A., J. C. NUNES, A. NANNI, "The featuring phenomenon in music: how combining artists of different genres increases a song's popularity", Marketing Letters, 2018, vol. 29, no. 4, pp. 485-499

### **When Service Customers Do Not Consume in Isolation: A Typology of Customer Copresence Influence Modes (CCIMs)**

COLM, L., I. M., A. ORDANINI, A. PARASURAMAN, "When Service Customers Do Not Consume in Isolation: A Typology of Customer Copresence Influence Modes (CCIMs)", Journal of Service Research, 2017, vol. 20, no. 3, pp. 223-239

### **Open innovation, product portfolio innovativeness and firm performance: the dual role of new product development capabilities**

RUBERA, G., D. CHANDRASEKARAN, A. ORDANINI, "Open innovation, product portfolio innovativeness and firm performance: the dual role of new product development capabilities", Journal of the Academy of Marketing Science, 2016, vol. 44, no. 2, pp. 166-184

### **What Wins Awards Is Not Always What I Buy: How Creative Control Affects Authenticity and Thus Recognition (But Not Liking)**

VALSESIA, F., J. C. NUNES, A. ORDANINI, "What Wins Awards Is Not Always What I Buy: How Creative Control Affects Authenticity and Thus Recognition (But Not Liking)", Journal of Consumer Research, 2016, vol. 42, no. 6, pp. 897-914

### **Building on the past: advancing theory in services through meta-analysis**

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### **From fewer blockbusters by more superstars to more blockbusters by fewer superstars: How technological innovation has impacted convergence on the music chart**

ORDANINI, A., J. C. NUNES, "From fewer blockbusters by more superstars to more blockbusters by fewer superstars: How technological innovation has impacted convergence on the music chart", International Journal of Research in Marketing, 2016, vol. 33, no. 2, pp. 297-313

### **Relative measures in service research**

AKSOY, L., J. HOGREVE, B. LARIVIERE, A. ORDANINI, C. ORSINGER, "Relative measures in service research", Journal of Service Management, 2015, vol. 29, no. 6/7, pp. 448-452

### **The power of repetition: repetitive lyrics in a song increase processing fluency and drive market success**

NUNES, J. C., A. ORDANINI, F. VALSESIA, "The power of repetition: repetitive lyrics in a song increase processing fluency and drive market success", Journal of Consumer Psychology, 2015, vol. 25, no. 2, pp. 187-199

### **When the Recipe Is More Important Than the Ingredients**

ORDANINI, A., A. PARASURAMAN, G. RUBERA, "When the Recipe Is More Important Than the Ingredients", Journal of Service Research, 2014, vol. 17, no. 2, pp. 134-149

### **I like the way it sounds: The influence of instrumentation on a pop song's place in the charts**

NUNES, J. C., A. ORDANINI, "I like the way it sounds: The influence of instrumentation on a pop song's place in the charts", Musicae Scientiae, 2014, vol. 18, no. 4, pp. 392-409

### **Don't just fix it, make it better! Using frontline service employees to improve recovery performance**

VAN DER HEIJDEN, G. A. H., J. J. L. SCHEPERS, E. J. NIJSSEN, A. ORDANINI, "Don't just fix it, make it better! Using frontline service employees to improve recovery performance", Journal of the Academy of Marketing Science, 2013, vol. 41, no. 5, pp. 515-530

### **Whether to Integrate R&D and Marketing: The Effect of Firm Competence**

RUBERA, G., A. ORDANINI, R. CALANTONE, "Whether to Integrate R&D and Marketing: The Effect of Firm Competence", Journal of Product Innovation Management, 2012, vol. 29, no. 5, pp. 766-783

### **Challenging the orthodoxy of value co-creation theory: A contingent view of co-production in design-intensive business services**

LEHRER, M., A. ORDANINI, R. DEFILLIPPI, M. MIOZZO, "Challenging the orthodoxy of value co-creation theory: A contingent view of co-production in design-intensive business services", European Management Journal, 2012, vol. 30, no. 6, pp. 499-509

### **Economies of Scope through Multi-unit Skill Systems: The Organization of Large Design Firms**

MIOZZO, M., M. LEHRER, R. DEFILLIPPI, D. GRIMSHAW, A. ORDANINI, "Economies of Scope through Multi-unit Skill Systems: The Organization of Large Design Firms", British Journal of Management, 2012, vol. 23, no. 2, pp. 145-164

### **Incorporating cultural values for understanding the influence of perceived product creativity on intention to buy: An examination in Italy and the US**

RUBERA, G., A. ORDANINI, D. A. GRIFFITH, "Incorporating cultural values for understanding the influence of perceived product creativity on intention to buy: An examination in Italy and the US", *Journal of International Business Studies*, 2011, vol. 42, no. 4, pp. 459-476

### **The Ties That Bind: How Cooperative Norms and Readiness to Change Shape the Role of Established Relationships in Business-to-Business E-Commerce**

ORDANINI, A., "The Ties That Bind: How Cooperative Norms and Readiness to Change Shape the Role of Established Relationships in Business-to-Business E-Commerce", *Journal of Business-to-Business Marketing*, 2011, vol. 18, no. 3, pp. 276-304

### **Crowd-funding: transforming customers into investors through innovative service platforms**

ORDANINI, A., L. MICELI, M. PIZZETTI, A. PARASURAMAN, "Crowd-funding: transforming customers into investors through innovative service platforms", *Journal of Service Management*, 2011, vol. 22, no. 4, pp. 443-470

### **Service Innovation Viewed Through a Service-Dominant Logic Lens: A Conceptual Framework and Empirical Analysis**

ORDANINI, A., A. PARASURAMAN, "Service Innovation Viewed Through a Service-Dominant Logic Lens: A Conceptual Framework and Empirical Analysis", *Journal of Service Research*, 2011, vol. 14, no. 1, pp. 3-23

### **How does the application of an IT service innovation affect firm performance? A theoretical framework and empirical analysis on e-commerce**

ORDANINI, A., G. RUBERA, "How does the application of an IT service innovation affect firm performance? A theoretical framework and empirical analysis on e-commerce", *Information & Management*, 2010, vol. 47, no. 1, pp. 60-67

### **Toward a contingency view of new product creativity: Assessing the interactive effects of consumers**

RUBERA, G., A. ORDANINI, D. MAZURSKY, "Toward a contingency view of new product creativity: Assessing the interactive effects of consumers", *Marketing Letters*, 2010, vol. 21, no. 2, pp. 191-206

### **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

### **Market Orientation, Internal Process, and External Network: A Qualitative Comparative Analysis of Key Decisional Alternatives in the New Service Development**

ORDANINI, A., P. P. MAGLIO, "Market Orientation, Internal Process, and External Network: A Qualitative Comparative Analysis of Key Decisional Alternatives in the New Service Development", *Decision Sciences*, 2009, vol. 40, no. 3, pp. 601-625

### **Service co-production and value co-creation: The case for a service-oriented architecture (SOA)**

ORDANINI, A., P. PASINI, "Service co-production and value co-creation: The case for a service-oriented architecture (SOA)", *European Management Journal*, 2008, vol. 26, no. 5, pp. 289-297

### **Strategic capabilities and internet resources in procurement**

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### **The many moods of inter-organizational imitation: A critical review**

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### **Integrating Functional Knowledge and Embedding Learning in New Product Launches**

ORDANINI, A., M. SALA, "Integrating Functional Knowledge and Embedding Learning in New Product Launches", Long Range Planning, 2008, vol. 41, no. 1, pp. 17-32

### **La propensione al comportamento imitativo delle imprese: una revisione critica**

RUBERA, G., A. ORDANINI, R. DEFILLIPPI, "La propensione al comportamento imitativo delle imprese: una revisione critica", Economia & Management, 2008, no. 4, pp. 123-149

### **Recruitment and selection services: Efficiency and competitive reasons in the outsourcing of HR practices**

ORDANINI, A., G. SILVESTRI, "Recruitment and selection services: Efficiency and competitive reasons in the outsourcing of HR practices", The International Journal of Human Resource Management, 2008, vol. 19, no. 2, pp. 372-391

### **Do resources mediate the relationships between the internet and performance in the marketing domain? Testing the role of customer orientation and brand equity**

ORDANINI, A., G. RUBERA, "Do resources mediate the relationships between the internet and performance in the marketing domain? Testing the role of customer orientation and brand equity", International Journal of Internet Marketing and Advertising, 2007, vol. 4, no. 1, pp. 4-25

### **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

### **Selection models in the music industry: How a prior independent experience may affect chart success**

ORDANINI, A., "Selection models in the music industry: How a prior independent experience may affect chart success", Journal of Cultural Economics, 2006, vol. 30, no. 3, pp. 183-200

### **What drives market transactions in B2B exchanges?**

ORDANINI, A., "What drives market transactions in B2B exchanges?", Communications of the ACM, 2006, vol. 49, no. 4, pp. 89-93

### **The Effects of Participation on B-to-B Exchanges: a Resource-Based View**

ORDANINI, A., "The Effects of Participation on B-to-B Exchanges: a Resource-Based View", California Management Review, 2005, vol. 47, no. 2, pp. 97-113

### **The Release of "Greatest Hits" in the Italian Recording Industry: An Empirical Analysis of Strategies and Timing**

ORDANINI, A., G. RUBERA, "The Release of "Greatest Hits" in the Italian Recording Industry: An Empirical Analysis of Strategies and Timing", International Journal of Arts Management, 2004, vol. 6, no. 3, pp. 24-36

### **Failure and Success of B-to-B Exchange Business Models: A Contingent Analysis of Their Performance**

ORDANINI, A., S. MICELLI, E. DI MARIA, "Failure and Success of B-to-B Exchange Business Models: A Contingent Analysis of Their Performance", European Management Journal, 2004, vol. 22, no. 3, pp. 281-289

### **Consumption Patterns, Digital Technology and Music Downloading**

MOLTENI, L., A. ORDANINI, "Consumption Patterns, Digital Technology and Music Downloading", Long Range Planning, 2003, vol. 36, no. 4, pp. 389-406

### **Measuring the Digital Divide: A Framework for the Analysis of Cross-Country Differences**

CORROCHER, N., A. ORDANINI, "Measuring the Digital Divide: A Framework for the Analysis of Cross-Country Differences", Journal of Information Technology, 2002, vol. 17, no. 1, pp. 9-19

### **Infomediation and competitive advantage in b2b digital marketplaces**

ORDANINI, A., A. POL, "Infomediation and competitive advantage in b2b digital marketplaces", European Management Journal, 2001, vol. 19, no. 3, pp. 276-285

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## **Proceedings/Presentations**

### **Is Gossip Always Bad for Human Branding? Unexpected Consequences of Celebrity Gossip**

GIAMBASTIANI, G., A. ORDANINI, J. C. NUNES, "Is Gossip Always Bad for Human Branding? Unexpected Consequences of Celebrity Gossip" in EMAC Annual Conference, May 24-27, 2022, Budapest, Hungary

### **I want you to like me, so I'll wait to share the bad - The influence of self-presentation concerns on consumer ratings**

SOLINAS, E., F. VALSESIA, J. C. NUNES, A. ORDANINI, "I want you to like me, so I'll wait to share the bad - The influence of self-presentation concerns on consumer ratings" in 2022 AMA Winter Academic Conference, February 18-20, 2022, Las Vegas, United States of America

### **When technology hurts: unexpected evidences from a multimethod analysis in high-touch services**

ORDANINI, A., A. NANNI, "When technology hurts: unexpected evidences from a multimethod analysis in high-touch services" in 2019 AMA Winter Academic Conference: Understanding Complexity, Transforming the Marketplace - February 22-24, 2019, Austin, TX, United States of America

### **Gossip: how the relationship with the source shapes the retransmission of personal content**

GIAMBASTIANI, G., A. ORDANINI, J. C. NUNES, "Gossip: how the relationship with the source shapes the retransmission of personal content" in ACR 2018: Trust in doubt - October 11-14, 2018, Dallas, TX, United States of America

### **The Effects of Creativity on Intention-To-Buy a New Service: A Configurational Analysis**

ORDANINI, A., G. RUBERA, A. PARASURAMAN, "The Effects of Creativity on Intention-To-Buy a New Service: A Configurational Analysis" in INFORMS Annual Meeting, November 13-16, 2011, Charlotte, NC, United States of America

### **Open Innovation Practices and Market Outcomes: The Moderating Role of Product Capabilities**

RUBERA, G., D. CHANDRASEKARAN, A. ORDANINI, "Open Innovation Practices and Market Outcomes: The Moderating Role of Product Capabilities" in 33rd INFORMS Marketing Science Conference - June 9-11, 2011, Houston, TX, United States of America

### **Open Innovation Practices and Market Outcomes: The Moderating Role of Product Capabilities**

RUBERA, G., A. ORDANINI, D. CHANDRASEKARAN, "Open Innovation Practices and Market Outcomes: The Moderating Role of Product Capabilities" in AMA Winter Conference - February 18-20, 2011, Austin, TX, United States of America

### **Investigating the overall contribution of interpersonal relationship to customer-to-firm relationship: the case of key employe**

ARBORE, A., P. GUENZI, A. ORDANINI, "Investigating the overall contribution of interpersonal relationship to customer-to-firm relationship: the case of key employe" 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

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## **Contribution to Chapters, Books or Research Monographs**

### **Technology in Service**

NANNI, A., A. ORDANINI, "Technology in Service" in The Palgrave Handbook of Service Management., Bo Edvardsson, Bård Tronvoll (Eds.), Springer International Publishing, pp. 869-886, 2022

### **Facing Supply Chain Disruptions: Strategies to Ensure Relational Continuity**

COLM, L., I. M., A. ORDANINI, "Facing Supply Chain Disruptions: Strategies to Ensure Relational Continuity" in The Impact of COVID-19 on Supply Chain Management., Richard Wilding (Ed.), Proud Pen, chap. 4, pp. 55-72, 2021

### **Le tappe principali del dibattito sul marketing dei servizi**

ORDANINI, A., "Le tappe principali del dibattito sul marketing dei servizi" in Marketing, una disciplina fantastica: omaggio a Enrico Valdani., Busacca Bruno, Costabile Michele (Eds.), Egea, pp. 393-405, 2018

### **What Makes Crowdfunding Projects Successful 'Before' and 'During' the Campaign?**

MARELLI, A., A. ORDANINI, "What Makes Crowdfunding Projects Successful 'Before' and 'During' the Campaign?" in Crowdfunding in Europe., Dennis Brüntje, Oliver Gajda (Eds.), Springer International Publishing, pp. 175-192, 2016

## **A conceptual framework for analyzing value-creating service ecosystems: an application to the recorded-music market**

ORDANINI, A., A. PARASURAMAN, "A conceptual framework for analyzing value-creating service ecosystems: an application to the recorded-music market" in Toward a better understanding of the role of value in markets and marketing., S. Vargo, R. Lusch (Eds.), Emerald Group Publishing Limited, pp. 171-205, 2012

## **Service management**

PACE, S., A. CARÙ, A. ORDANINI, "Service management" in M@rketing Management., E. Valdani (Ed.), Egea, pp. 409-431, 2011

## **Sviluppo di nuovi prodotti e servizi**

ORDANINI, A., M. SCHREIER, "Sviluppo di nuovi prodotti e servizi" in Marketing Management., E. Valdani (Ed.), Egea, pp. 297-312, 2011

## **Gap di progettazione: come innovare e sviluppare nuovi servizi**

ORDANINI, A., "Gap di progettazione: come innovare e sviluppare nuovi servizi" in Cliente & Service Management., E. Valdani (Ed.), Egea, pp. 237-255, 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

## **ICT e PMI: un binomio ancora inesplorato**

ORDANINI, A., "ICT e PMI: un binomio ancora inesplorato" in ICT e piccole e medie imprese., A. Ordanini (Ed.), Egea, pp. 1-7, 2005

## **L'adozione delle ICT nelle piccole imprese: l'emergere di un modello 'ibrido'**

ORDANINI, A., "L'adozione delle ICT nelle piccole imprese: l'emergere di un modello 'ibrido'" in ICT e piccole e medie imprese., A. Ordanini (Ed.), Egea, pp. 65-87, 2005

## **L'evoluzione delle telecomunicazioni mobili in Italia: dinamica recente e prospettive**

FROVA, A., A. ORDANINI, "L'evoluzione delle telecomunicazioni mobili in Italia: dinamica recente e prospettive" in L'industria della comunicazione in Italia., Fondazione Rosselli - Istituto di Economia dei Media (Ed.), Edizioni Angelo Guerini e Associati, pp. 67-80, 2004

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## **Research Monographs**

## **Forgiare il Futuro. L'effectuation Theory e il Percorso Imprenditoriale di Loccioni**

COLM, L., I. M., A. ORDANINI - "Forgiare il Futuro. L'effectuation Theory e il Percorso Imprenditoriale di Loccioni" - 2021, Egea, Milano, Italy

## **Information Technology and Small Businesses**

ORDANINI, A. - "Information Technology and Small Businesses" - 2006, Edward Elgar Publishing, Great Britain

## **ICT e distretti industriali. Una governance per la competitività di imprese e territori**

BRAMANTI, A., A. ORDANINI - "ICT e distretti industriali. Una governance per la competitività di imprese e territori" - 2004, Etas Libri, Milano, Italy

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## **Comments, Discussions, Replies in Journal**

### **Value, values, symbols and outcomes**

DOMEGAN, C., M. HAASE, K. HARRIS, W.-J. V. D. HEUVEL, C. KELLEHER, P. P. MAGLIO, T. MEYNHARDT, A. ORDANINI, L. PEÑALOZA, "Value, values, symbols and outcomes", Marketing Theory, 2012, vol. 12, no. 2, pp. 207-211

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

### **“Crowd funding” As Emerging Trend**

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## **Edited Books**

### **ICT e piccole e medie imprese**

ORDANINI, A. (Ed.), "ICT e piccole e medie imprese" - 2005, Egea, Milano, Italy