

# Paola Cillo

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ASSOCIATE PROFESSOR

**Innovation**

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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.

## Teaching domains

Management of Creativity

Design Thinking

New Business Models

## ARTICLES IN SCHOLARLY JOURNALS

CILLO P., RUBERA G.

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

Journal of the Academy of Marketing Science, 2024

CILLO P., GROSSETTI F., RUBERA G.

**Quando le immagini diventano un serbatoio di dati per le aziende**

Economia & Management, 2022, no. 4, pp.64–68

CILLO P., VERONA G.

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

Strategic Organization, 2022, vol.20, no. 4, pp.743–756

ZANELLA P., CILLO P., VERONA G.

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

Strategic Management Journal, 2022, vol.43, no. 7, pp.1258–1286

CILLO P., PRIEM R. L., VERONA G., ZANELLA P.

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

Journal of Business Research, 2021, vol.131, pp.241–253

CILLO P., RUBERA G.

**Come creare valore con l'economia dei dati**

Economia & Management, 2021, no. 2, pp.13–16

CILLO P., PRANDELLI E.

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

Economia & Management, 2020, no. 4, pp.75–80

CILLO P., NUNES J. C., PRANDELLI E., SCOPPELLITI I.

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

Emerald Group Publishing Limited, 2020, vol.42, pp.155–181

CILLO P., GRIFFITH D. A., RUBERA G.

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

Journal of Marketing, 2018, vol.82, no. 6, pp.49–70

CILLO P.

**La variabile critica nelle scelte di innovazione**

Economia & Management, 2016, no. 4, pp.22–25

CILLO P., SCOPPELLITI I., MAZURSKY D., BUSACCA B.

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

Micro & Macro Marketing, 2016, vol.73, no. 1, pp.77–102

SCOPPELLITI I., CILLO P., BUSACCA B., MAZURSKY D.

**How Do Financial Constraints Affect Creativity?**

Journal of Product Innovation Management, 2014, vol.31, no. 5, pp.880–893

CILLO P., DELQUIÉ P.

**Mean-risk Analysis with Enhanced Behavioral Content**

European Journal of Operational Research, 2014, vol.239, no. 3, pp.764–775

PRANDELLI E., CILLO P.

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

Finanza, Marketing e Produzione, 2012, vol.30, no. 1, pp.69-92

SCOPELLITI I., CILLO P., MAZURSKY D.

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

Economia & Management, 2011, no. 5, pp.67-82

TROILO G., CILLO P., DE LUCA L. M.

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

Research Policy, 2010, vol.39, no. 9, pp.1242-1252

VERONA G., CILLO P.

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

Economia & Management, 2010, no. 2, pp.81-100

CAPPETTA R., CILLO P.

**Managing integrators where integration matters: insights from symbolic industries**

The International Journal of Human Resource Management, 2008, vol.19, no. 12, pp.2235-2251

CILLO P., VERONA G.

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

Long Range Planning, 2008, vol.41, no. 6, pp.650-671

CILLO P.

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

Sinergie, 2007, vol.26, pp.155-165

CILLO P., VERONA G., VICARI S.

**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

CAPPETTA R., CILLO P., PONTI A.

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

Research Policy, 2006, vol.35, no. 9, pp.1273-1290

CILLO P.

**Fostering Market Knowledge Use in Innovation:**

European Management Journal, 2005, vol.23, no. 4, pp.404-412

VICARI S., CILLO P., VERONA G.

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

Sinergie, 2005, vol.67, no. 5, pp.123-147

CILLO P., DE LUCA L., MAZURSKY D., TROILO G.

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

Finanza, Marketing e Produzione, 2005, vol.1, pp.23-45

BUSACCA B., CILLO P.

**Le priorità del marketing management: una prospettiva europea**

Mercati e Competitività, 2004, no. 0, pp.133-157

BUSACCA B., CILLO P.

**Trend in marketing. I risultati di una ricerca esplorativa sulle imprese europee**

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CILLO P.

**Market learning capability: A framework to sustain innovation through market knowledge**

Finanza, Marketing e Produzione, 2003, vol.2, pp.47-69

CILLO P., TROILO G.

**Il ruolo del senso di appartenenza nell'evoluzione dei distretti industriali: una proposta metodologica**

Finanza, Marketing e Produzione, 2002, vol.1, pp.63-93

CILLO P., TROILO G.

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

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BUSACCA B., CASTALDO S., CILLO P.

**La gestione della multicanalità**

Economia & Management, 2001, no. 1, pp.14-33

CILLO P., PADULA G.

**La market orientation nel business to business. Il caso Alcantara**

Micro & Macro Marketing, 2001, vol.1, pp.171-194

CAPPETTA R., CILLO P., PONTI A.

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

Economia & Management, 2001, no. 3, pp.85-94

CILLO P., LANZA A.

**La costruzione dell'identità di marca: Il caso Diesel**

Micro & Macro Marketing, 2000, vol.1, pp.129-146

CASTALDO S., CILLO P.

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

Economia & Management, 2000, no. 6, pp.73-89

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## RESEARCH MONOGRAPHS

VICARI S., CILLO P., RACCAGNI D.

**Product Innovation - Dall'idea al lancio del nuovo prodotto**

Egea, Milano, Italy, 2013

CILLO P.

**Innovazione E Mercato**

Carocci Editore, Roma, Italy, 2004

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## EDITED BOOKS

BERTOLI G., CASTALDO S., CILLO P., TROILO G., VERONA G. (EDS.)

**Innovazione e Management. Omaggio a Salvio Vicari**

Egea, Milano, Italy, 2022

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## TEXTBOOKS

VICARI S., CILLO P., RACCAGNI D.

## CONTRIBUTION TO CHAPTERS, BOOKS OR RESEARCH MONOGRAPHS

CILLO P., PRANDELLI E.

**La costruzione di risorse di fiducia nelle relazioni parasociali: il ruolo di influencer reali e virtuali nei contesti digitali** in *Innovazione e Management: Omaggio a Salvio Vicari*

G. Bertoli, S. Castaldo, P. Cillo, G. Troilo, G. Verona (Eds), Egea, pp.315–326, 2022

BERTOLI G., CASTALDO S., CILLO P., TROILO G., VERONA G.

**L'evoluzione del pensiero scientifico di Salvio Vicari** in *Innovazione e Management: Omaggio a Salvio Vicari*

G. Bertoli, S. Castaldo, P. Cillo, G. Troilo, G. Verona (Eds), Egea, pp.11–24, 2022

CILLO P., PRANDELLI E.

**Far leva sulla creatività dei consumatori per alimentare con continuità il processo innovativo: evidenze empiriche dal settore moda** in *Marketing, una disciplina fantastica: omaggio a Enrico Valdani*

Busacca Bruno, Costabile Michele (Eds), Egea, pp.187–212, 2018

CILLO P., RUBERA G.

**L'innovazione come leva strategica per attrarre e trattenere gli investitori** in *Marketing, una disciplina fantastica: omaggio a Enrico Valdani*

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CILLO P., PRANDELLI E.

**Luxury Customer Experience and Engagement What Is the Impact of In-Store Technology?** in *Online Luxury Retailing: Leveraging Digital Opportunities - Research, Industry Practice, and Open Questions*

B. Kahn (Eds), Baker Retailing Center, the Wharton School – University of Pennsylvania, pp.33–44, 2016

PRANDELLI E., CILLO P.

**Innovation in Symbolic Industries. The Influence of Critical Audience's Evaluations on Fashion Companies' Behavior** in *Prodotto, consumatore e politiche di mercato quarant'anni dopo. Scritti in onore di Stefano podestà*

Carù A., Borghini S., Golfetto F., Pace S., Rinallo D., Visconti L., Zerbini F. (Eds), Egea, pp.429–443, 2012

CILLO P., VERONA G.

**Sviluppo di Nuovi Prodotti** in *Marketing e Fiducia*

S. Castaldo (Eds), Il Mulino, pp.357–380, 2010

BUSACCA B., CILLO P., MAZURSKY D.

**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

VICARI S., CILLO P.

**Developing a Brokering Capacity within the Firm. The Enactment of Market Knowledge** in *The Future Of Knowledge Management*

Renzl B.; Matzler K.; Hinterhuber H. (Eds), Palgrave Macmillan, pp.184–204, 2006

CILLO P., CASTALDO S., ZERBINI F.

**Strategie e strumenti per lo sviluppo della relazione con i clienti** in *Distribuzione: Retailing e Acquirente*

S. Castaldo (Eds), Il Sole 24 Ore – Università Bocconi Editore – La Repubblica, pp.338–368, 2006

OSTILLIO M. C., CILLO P.

**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

BUSACCA B., CILLO P.

**Marketing, creatività e innovazione** in *Creatività e innovazione di prodotto*  
Goldenberg J., Mazursky D. (Eds), Etas Libri, 2003

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

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

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## ARTICLES UPON REQUEST/INVITATION

CILLO P., PRANDELLI E.  
**Social CRM: quando i big data rafforzano i legami con i clienti**  
2015, Economia & Management, Milano

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## CASES IN INTERNATIONAL CASE COLLECTIONS

CILLO P., DE LUCA L. M., VICARI S.  
**The Launch and Repositioning of a New Product Worldwide: Tetra Prisma Aseptic**  
2006, The Case Centre, Great Britain

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## EDITORIALS IN JOURNAL

BERTOLI G., CASTALDO S., CILLO P., TROILO G., VERONA G.  
**Knowledge and trust in data-rich business environments**  
2022, Sinergie, Italy

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## OTHER

CILLO P., RUBERA G.  
**Startup, rivoluzione nell'investimento**  
2024, Fortune Italia, Italy

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## PREFACES, POSTFACES, SHORT INTRODUCTIONS

BERTOLI G., CASTALDO S., CILLO P., TROILO G., VERONA G.  
**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

## PROCEEDINGS/PRESENTATIONS

PIANCATELLI C., MASSI M., CILLO P.

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

*2023 AMA Winter Academic Conference, 6-12 February, 2023, Nashville TN, United States of America*

CILLO P., BALOCCHI F., RUBERA G.

**A Natural L:anguage Processing Analysis of the Effect of Quaralls on Analyst Ratingsterly CoC**

*AMA Winter Conference, February 23-25, 2018, New Orleans, LA, United States of America*

ZANELLA P., CILLO P., VERONA G.

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

*37th Annual International Conference of the Strategic Management Society, 28-31 October, 2017, Houston, TX, United States of America*

CILLO P., PRIEM R. L., VERONA G., ZANELLA P.

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

*Strategic Management Society Special Conference, March 31-April 1, 2017, Milano, Italy*

CILLO P., RUBERA G.

**The Effect of Innovation on Investor Acquisition and Retention**

*AMA Winter Conference - February 17-19, 2017, Orlando, FL, United States of America*

CILLO P., ZANELLA P., VERONA G.

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

*Strategic Management Society 36th Annual Conference - September 17-20 2016, Berlin, Germany*

VERONA G., CILLO P., ZANELLA P.

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

*Strategic Management Society Conference -October 3-6, 2015, Denver, United States of America*

VERONA G., CILLO P., ZANELLA P.

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

*Academy of Management Annual Meeting - August 7-11, 2015, Vancouver, Canada*

NUNESM J., DREZE X., CILLO P., PRANDELLI E., SCOPELLITI I.

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

*73rd Annual Meeting of the Academy of Management 'Capitalism in Question' - August 9-13 2013, Orlando, FL, United States of America*

CILLO P., DREZE X., NUNES J., PRANDELLI E., SCOPELLITI I.

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

*73rd Annual Meeting of the Academy of Management 'Capitalism in Question' - August 9-13 2013, Orlando, FL, United States of America*

CILLO P., DREZE X., NUNES J., PRANDELLI E., SCOPELLITI I.

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

*42nd EMAC Annual Conference 'Lost in Translation: Marketing in an Interconnected World' - June 4-7, 2013, Istanbul, Turkey*

SCOPELLITI I., CILLO P., MAZURSKY D.

**A glance at the future. effects of anticipated disclosure of new product concepts**

*41th EMAC Conference Marketing to Citizens Going beyond Customers and Consumers - 22-25 May 2012, Lisbon, Portugal*

SCOPPELLITI I., CILLO P., MAZURSKY D.

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

*2011 Summer Marketing Educators' Conference - 5-7 August 2011, San Francisco, United States of America*

SCOPPELLITI I., CILLO P., BUSACCA B., MAZURSKY D.

**Financial constraints and individual antecedents of creativity in problem solving**

*40th EMAC Conference - May 24 – 27, 2011, Ljubljana, Slovenia*

SCOPPELLITI I., CILLO P., BUSACCA B., MAZURSKY D.

**Effects of financial constraints and novelty seeking on consumer creativity**

*SCP 2011 Winter Conference - February 24-27, 2011, Atlanta, United States of America*

CILLO P., PRANDELLI E.

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

*Strategic Management Society Conference - September 12-15, 2010, Roma, Italy*

CILLO P., PRANDELLI E.

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

*26th EGOS Colloquium - July 1-3 2010, Lisbon, Portugal*

CILLO P., SCOPPELLITI I., MAZURSKY D.

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

*The 6 senses. The essentials of marketing - May, 2010, Copenhagen, Denmark*

CILLO P., SCOPPELLITI I., MAZURSKY D.

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

*CFP: 2009 North American Conference - 22-25 October, 2009, Pittsburgh, United States of America*

NOORDHOFF C., CHANDY R., CILLO P., NARASIMHAN O., PRABHU J.

**Explaining pattern in foreign market launch**

*2009 INFORMS Marketing Science Conference - June 4-6, 2009, Ann Arbor, Michigan, United States of America*

CILLO P., SCOPPELLITI I., MAZURSKY D.

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

*38th EMAC Conference - 26-29 May, 2009, Nantes, France*

CHANDY R., NARASIMHAN O., CILLO P., PRABHU J.

**Designing coolness: brand building in the global fashion industry**

*Marketing Science Conference - 12-14 June, 2008, Vancouver, Canada*

VERONA G., CILLO P.

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

*27th SMS Annual International Conference - October 14-17, 2007, San Diego, United States of America*

CILLO P., CAPPETTA R.

**Managing Integrators Where Integration Matters: Insights From Symbolic Industries**

*Academy of Management Annual Meeting - August 3-8 2007, Philadelphia, United States of America*

VERONA G., CILLO P.

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

*Academy Of Management Conference -August 3-8, 2007, Philadelphia, United States of America*

CAPPETTA R., CILLO P.

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

*Academy of Management Annual Meeting - August 5-10 2005, Honolulu, United States of America*

CAPPETTA R., CILLO P., PONTI A.

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

*Academy of Management Annual Meeting - August 6-11, 2004, New Orleans, United States of America*

CILLO P., MAZURSKY D., TROILO G.

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

*33th European Marketing Academy Conference - May 23-26 2004, Murcia, Spain*

CILLO P., DE LUCA L., MAZURSKY D., TROILO G.

## **Enhancing organizational innovativeness through forward-looking market orientation. An empirical study in the fashion industry**

*Strategic Management Society Conference - August, 1-6 2003, Baltimore, United States of America*

CILLO P., TROILO G.

## **Sustaining Innovation Through Market Knowledge: Evidence From The Fashion Industry**

*Academy of Management Conference - August, 1-6 2003, Seattle, United States of America*

CILLO P., MAZURSKY D., TROILO G., DE LUCA L.

## **The limits of market orientation: identifying the aspects that accelerate innovation versus those that impede it**

*Marketing Science Conference - June 12-15, 2003, College Park, Maryland, United States of America*

CILLO P., MAZURSKY D., TROILO G.

## **Retrospective and forward-looking market orientation among innovative companies: Evidence from the fashion industry**

*Strategic Management Society Conference - September 22-25 2002, Paris, France*

CILLO P., MAZURSKY D., TROILO G.

## **Retrospective and forward-looking market orientation to innovate. Some empirical evidences from the fashion industry**

*31th European Marketing Academy Conference - May 28-31, 2002, Braga, Portugal*

CILLO P., CAPPETTA R.

## **Patterns Of Stylistic Innovation: An Empirical Analysis of the Evolution of Style in Prêt-À-Porter between 1984 and 1999**

*Academy of Management Annual Meeting - August 3-8 2001, Washington, United States of America*

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## Grants & Honors

Excellence in Research – Università Commerciale Luigi Bocconi , 2022

Excellence in Research – Università Commerciale Luigi Bocconi , 2018

Excellence in Research – Università Commerciale Luigi Bocconi , 2015

Excellence in Research – Università Commerciale Luigi Bocconi , 2013

Excellence in Research – Università Commerciale Luigi Bocconi , 2011

Excellence in Research – Università Commerciale Luigi Bocconi , 2008

Best Multimedia Case Award for “Tetra Pak: The Launch and Repositioning of Tetra Prisma Aseptic Worldwide” (coauthors: S. Vicari, L. De Luca) – SDA Bocconi School of Management , 2005

Best Management Paper Award for the paper “Innovation in pret-à-porter: A longitudinal study on Vogue Italia (1984-1999)” (coauthors: R. Cappetta, A. Ponti) – Economia & Management , 2003

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