

# Paolo Guenzi

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ASSOCIATE PROFESSOR

**Sales**

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## Biografia

Paolo Guenzi è Professore Associato del Dipartimento di Marketing presso l'Università Bocconi e docente senior dell'Area Marketing della SDA Bocconi.

In SDA Bocconi è stato Direttore dell'Area Marketing. È Direttore del Commercial Excellence Lab di SDA Bocconi, docente nell'Executive MBA e nell'Executive Master in Marketing&Sales, e program director di numerosi corsi sulle vendite. Lavora in progetti di ricerca, formazione e consulenza per numerose aziende operanti nei settori sia business to business che consumer.

Le sue ricerche si concentrano su tre aree fondamentali: sales management, trasformazione digitale delle vendite e marketing relazionale. In particolare si occupa di tutte le leve gestionali che influenzano la performance dei venditori e la commercial excellence, di come gestire la trasformazione digitale delle reti di vendita, dell'impatto dei leader sui risultati delle organizzazioni commerciali e del miglioramento delle relazioni fra marketing e vendite.

È autore di una quarantina di articoli scientifici pubblicati su prestigiose riviste accademiche internazionali quali California Management Review, Journal of the Academy of Marketing Science, Journal of Product Innovation Management, Industrial Marketing Management, European Journal of Marketing, Production and Operations Management, Journal of Business Research, International Journal of Service Industries Management, Journal of Brand management e Journal of Marketing Management. È inoltre autore di una ventina di capitoli in libri nazionali ed esteri, e di numerosi articoli su riviste scientifiche italiane. I suoi libri più recenti sono: La trasformazione digitale delle vendite (Egea, 2021), Gestire le Vendite (Egea, 2015), Leading Teams (Wiley, 2013); Team Leadership (Egea, 2012); Sales Management: A Multinational Perspective, (Palgrave MacMillan, 2011). Ha presentato una cinquantina di papers in convegni internazionali soggetti a referaggio, ed ha avuto un blog su Harvard Business Review. È l'unico membro italiano dell'Editorial Board del Journal of Personal Selling & Sales Management. È stato per numerosi anni Chair del track di Personal Selling & Sales management della European Marketing Conference. Ha insegnato in una dozzina di Stati ed è stato invited speaker in numerose business school internazionali, fra le quali Harvard, Insead, Columbia, London Business School, Cranfield, University College Dublin, Vlerick.

Paolo ha conseguito la Laurea in Marketing e un Dottorato di ricerca in Economia Aziendale entrambi presso l'Università Bocconi e l'ITP (International Teachers Programme) presso l'IMD. Paolo ha due figlie ed è impegnato in progetti di volontariato con la associazione no profit di cui è tra i soci fondatori.

## Ambito di insegnamento

## ARTICOLI SU RIVISTA SCIENTIFICA

GUENZI P., NIJSSEN E. J.

**In search of digital solution sellers: the role of non-monetary motivation and empowering leadership behaviors**

Journal of Personal Selling and Sales Management, 2024, pp.1-21

GUENZI P., NIJSSEN E. J.

**The relationship between digital solution selling and value-based selling: a motivation-opportunity-ability (MOA) perspective**

European Journal of Marketing, 2023, vol.57, no. 3, pp.745-770

KANURI V. K., HABEL J., CHAKER N. N., RANGARAJAN D., GUENZI P.

**B2B online sales pushes: Whether, when, and why they enhance sales performance**

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CAIOZZO P., COLM L., GUENZI P., SISTI M. A.

**Dieci aree di azione per ridisegnare la funzione vendite**

Economia & Management, 2022, no. 4, pp.83-91

GUENZI P., NIJSSEN E. J.

**The impact of digital transformation on salespeople: an empirical investigation using the JD-R model**

Journal of Personal Selling and Sales Management, 2021, vol.41, no. 2, pp.130-149

GUENZI P., NIJSSEN E. J.

**Studying the antecedents and outcome of social media use by salespeople using a MOA framework**

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California Management Review, 2020, vol.62, no. 4, pp.57-85

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**It is all in good humor? Examining the impact of salesperson evaluations of leader humor on salesperson job satisfaction and job stress**

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GUENZI P., SOSCIA I., BAGOZZI R. P.

**Cognitive and affective determinants of salesforce performance: A two-wave study**

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**The role of leadership in salespeople's price negotiation behavior**

Journal of the Academy of Marketing Science, 2018, vol.46, no. 4, pp.703-724

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

**Linking Data-Rich Environments with Service Innovation in Incumbent Firms: A Conceptual Framework and Research Propositions**

Journal of Product Innovation Management, 2017, vol.34, no. 5, pp.617-639

NIJSSEN E. J., GUENZI P., VAN DER BORGH M.

**Beyond the retention—acquisition trade-off: Capabilities of ambidextrous sales organizations**

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GUENZI P., GHADDAR S.

**Cosa attrae (e cosa no) delle carriere commerciali**

Economia & Management, 2017, no. 1, pp.18-22

GUENZI P., COSTANTINI A.

**Il caso Ecolab**

Economia & Management, 2017, no. 3, pp.28-32

GUENZI P., SISTI M. A.

**Le 7S della sales transformation**

Economia & Management, 2017, no. 1, pp.36-44

GUENZI P., GHADDAR S.

**Top manager dalle vendite con una marcia in più**

Economia & Management, 2017, no. 1, pp.30-35

GUENZI P., DE LUCA L., SPIRO R.

**The Combined Effect of Customer Perceptions about a Salesperson's Adaptive Selling and Selling Orientation on Customer Trust in the Salesperson: A Contingency Perspective**

Journal of Business & Industrial Marketing, 2016, vol.31, no. 4, pp.553-564

GUENZI P., SAJTOS L., TROILO G.

**The dual mechanism of sales capabilities in influencing organizational performance**

Journal of Business Research, 2016, vol.69, pp.3707-3713

GUENZI P., PANZERI F.

**How sales people see Organizational Citizenship Behaviors: an exploratory study using the laddering technique**

Journal of Business & Industrial Marketing, 2015, vol.30, no. 2, pp.218-232

GUENZI P., TROILO G.

**Sogno o incubo? Marketing analytics e social media visti dai direttori marketing**

Economia & Management, 2015, no. 3, pp.55-61

GUENZI P., STORBACKA K.

**The Organizational Implications of Implementing Key Account Management: A Case-based Examination**

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**Competenze commerciali: cosa sono e come influenzano i risultati aziendali**

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PENNA D., GUENZI P.

**How to use a sponsorship platform to support an international master brand strategy: the UniCredit UEFA champions league sponsorship**

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GUENZI P., BALDAUF A., PANAGOPOULOS N.

**The influence of formal and informal sales controls on customer-directed selling behaviors and sales unit effectiveness**

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**L'integrazione fra Marketing e Vendite: barriere, meccanismi operativi e risultati**

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**Internationalizing sales research: current status, opportunities, and challenges**

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**Organizational drivers of salespeople's customer orientation and selling orientation**

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**Dispersion of influence between Marketing and Sales: Its effects on superior customer value and market performance**

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**The impact of strategic account managers' behaviors on relational outcomes: An empirical study**

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**A comprehensive model of customer trust in two retail stores**

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**Loyalty building, relational trade-offs and key service employees: the case of radio DJs**

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**The sales function in the twenty-first century: where are we and where do we go from here?**

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**The joint contribution of marketing and sales to the creation of superior customer value**

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**The launch of new brands by professional soccer teams: the case of U.S. Lecce - Salento 12**

International Journal of Sports Marketing and Sponsorship, 2006, vol.7, no. 3, pp.99-114

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**L'innovazione nei sistemi di offerta delle società di calcio: dagli stadi alle strutture polifunzionali customer-based**

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**Analizzare e gestire la dealer satisfaction: un'analisi empirica nel mercato degli orologi**

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**Il contributo dei venditori alla soddisfazione del cliente: un'analisi nel mercato finanziario**

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**L'efficacia del testimonial atleta nelle politiche pubblicitarie aziendali**

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**Relazioni interpersonali e customer loyalty: il caso dei fitness club**

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European Journal of Marketing, 2003, vol.37, no. 5/6, pp.706-727

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**Sales Force Activities and Customer Trust**

Journal of Marketing Management, 2002, vol.18, no. 7-8, pp.749-778

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**Il ruolo della forza vendita nella generazione di fiducia del cliente. Un'indagine empirica nelle imprese italiane**

Economia & Management, 2001, no. 5, pp.95-110

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**Orientamento commerciale dell'impresa e attività svolte dai venditori: un'analisi esplorativa nelle imprese italiane**

Micro & Macro Marketing, 2000, vol.9, no. 3, pp.437-460

GUENZI P.

**La comunicazione di marketing nei parchi a tema: il caso Gardaland**

Micro & Macro Marketing, 1998, vol.7, no. 2, pp.295-321

GUENZI P., BOTTI S.

**Il marketing nel mercato radiofonico: il caso Radio DeeJay**

Micro & Macro Marketing, 1997, vol.6, no. 2, pp.321-343

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**Un approccio marketing-oriented per la classificazione dei servizi per il tempo libero**

Sinergie, 1996, vol.41, pp.69-94

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**Il caso Eurodisney**

Micro & Macro Marketing, 1995, vol.4, no. 1, pp.135-144

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## MONOGRAFIE O TRATTATI SCIENTIFICI

GUENZI P.

**La vendita relazionale**

Etas Libri, Milano, Italia, 2002

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## MONOGRAFIE AD ALTA DIVULGAZIONE

GUENZI P.

**La trasformazione digitale delle vendite. Innovare strategie e processi commerciali con le tecnologie**

Egea, Milano, Italia, 2021

GUENZI P., RUTA D.

**Team Leadership: idee e azioni tra sport e management**

Egea, Milano, Italia, 2011

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## CURATELE DI OPERE COLLETTANEE

SISTI M. A., GUENZI P., CAIOZZO P. (A CURA DI)

**Gestire le vendite. L'eccellenza nel sales management. II edizione**

Egea, Milano, Italia, 2020

SISTI M. A., GUENZI P., CAIOZZO P. (A CURA DI)

**Gestire le vendite. L'eccellenza nel sales management**

Egea, Milano, Italia, 2015

GUENZI P., GEIGER S. (A CURA DI)

**Sales Management - A multinational perspective**

Palgrave Macmillan, Gran Bretagna, 2011

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## LIBRI DI TESTO

GUENZI P., RUTA D.

**Leading teams: tools and techniques for successful team leadership from the sports world**

John Wiley & Sons, Stati Uniti d'America, 2013

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## CONTRIBUTI IN VOLUME, CAPITOLI O SAGGI SCIENTIFICI

GUENZI P.

**Sales Management** in *Marketing@Bocconi. Progettare e trasferire valore al cliente*

E. Valdani (a cura di), Egea, pp.493-518, 2016

GUENZI P., RICCA M.

**The strategic building of a football club: the case of Interbrand and Shakhtar Donetsk** in *Routledge Handbook of Sports Marketing*

M. Desbordes, N. Chanavat, S. Chadwick (a cura di), Routledge, Taylor and Francis Group, pp.38-50, 2015

GUENZI P.

**Key accountization at Bosch Automotive Aftermarket (BAA) Italy: managing and implementing a strategic change** in *Handbook of Strategic Account Management: A Comprehensive Resource*

D. Woodburn, K. Wilson (a cura di), John Wiley & Sons, pp.405-419, 2014

GUENZI P.

**Venditing: chi ha ucciso il marketing?** in *Prodotto, consumatore e politiche di mercato quarant'anni dopo. Scritti in onore di Stefano pedestà*

S. Borghini, A. Carù, F. Golfetto, S. Pace, D. Rinallo, L. Visconti, F. Zerbini (a cura di), Egea, pp.303-321, 2012

GUENZI P., TROILO G., SAIBENE C., CITO M., SCARPA A.

**Competenze di marketing & sales, metriche e performance** in *Marketing & sales excellence. Come trasformare competenze di marketing in performance di successo*

F. Ancarani (a cura di), Egea, pp.2-41, 2011

GUENZI P., DE LUCA L.

**Le metriche di orientamento al mercato** in *Marketing Metrics*

Enrico Valdani, Fabio Ancarani (a cura di), Egea, pp.271-302, 2011

GUENZI P.

**Sales Management** in *Marketing Management*

Enrico Valdani (a cura di), Egea, pp.683-705, 2011

GUENZI P.

**Organizzazione e gestione della rete di vendita** in *Marketing e fiducia*

Sandro Castaldo (a cura di), Il Mulino, pp.331-354, 2009

GUENZI P.

**La forza di vendita** in *Enciclopedia di Management*

S, Vicari (a cura di), Università Bocconi Editore, pp.283-305, 2006

GUENZI P.

**Organizzazione e gestione della rete di vendita** in *Enciclopedia di Management*

S. Vicari (a cura di), Università Bocconi Editore, pp.306-331, 2006

GUENZI P.

**Sport marketing and Facility Management: From Stadiums to customer-based multipurpose Leisure Centers** in *Marketing and Football: an international perspective*

M. Desbordes, G. Bolle (a cura di), Butterworth Heinemann Publishers, pp.130-162, 2006

GUENZI P.

**Il contributo del personale commerciale al successo del punto vendita** in *Store Management. Il punto vendita come piattaforma relazionale*

S.Castaldo, C.Mauri (a cura di), Franco Angeli, pp.371-398, 2005

GUENZI P.

**Marketing du sport et management des installations** in *Marketing et Football: une perspective internationale*

M.Desbordes, G.Bolle (a cura di), Presses Universitaire Du Sport, pp.277-316, 2005

GUENZI P., VALDANI E.

**Musei, edutainment e marketing** in *Cultura in Gioco – Le nuove frontiere di musei, didattica e industria culturale nell'era dell'interattività*

Pietro Valentino, Maria Rita Delli Quadri (a cura di), Giunti, pp.148-164, 2004

GUENZI P., VALDANI E., MATZLER K.

**Zur Typologisierung von Freizeitdienstleistungen: Ein kundenorientierter Ansatz** in *Erfolg durch Dienen?*

H.Hinterhuber, H.Stahl (a cura di), Expert-Verlag, pp.244-263, 2002

GUENZI P.

**L'eccellenza nel marketing relazionale: il caso Radio DeeJay** in *Artwork&Network*  
S. Salvemini, G. Soda (a cura di), Egea, pp.245-280, 2001

GUENZI P., VALDANI E.

**Marketing von Brand Parks** in *Industrieerlebniswelten*  
H.Hinterhuber; H.Pechlaner (a cura di), Erich Schmidt Verlag, pp.153-193, 2001

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## CASI PUBBLICATI IN COLLANE INTERNAZIONALI

COLM L., GUENZI P.

**The Strategic Role of Sales Content Management for Omnichannel Customer Journeys: The Bioline Jatò Case**

2023, The Case Centre, Gran Bretagna

COLM L., GUENZI P.

**A Roadmap for Omnichannel Sales Transformation Starting from Remote Selling: The Olympus Italy Case**

2021, The Case Centre, Gran Bretagna

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## COMMENTS, DISCUSSIONS, REPLIES SU RIVISTA

GUENZI P., STORBACKA K.

**Guidelines for future research on KAM implementation**

2015, Industrial Marketing Management

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## PROCEEDINGS/PRESENTATIONS

GUENZI P.

**Competition and deviance in the sales force**

*Proceedings of the 13th Annual Global Sales Science Institute Conference, June 5-8 2019, Panama City, Panama*

GUENZI P., RANGARAJAN D., KASKI T.

**Mastering digital transformation in sales: A research agenda going forward**

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GUENZI P., NIJSSEN E.

**Social media and sales: investigating the antecedents and outcome of social media using a MOA framework**

*JAMS Thought Leaders' Conference on Innovating in the Digital Economy, June 10-12 2019, Milano, Italia*

GUENZI P., HABEL J.

**The Digital Transformation of Sales**

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**Digital & Social Selling Index: an empirical investigation into its nature, antecedents and consequences**

*Proceedings of the 12th annual GSSI Conference, June 5-8 2018, Wien, Austria*



DE LUCA L. M., HERHAUSEN D., TROILO G., GUENZI P.

**Big Data, Service Innovation, and Performance: An Exploratory Study**

*EMAC Annual Conference, May 29-June 1, 2018, Glasgow, Gran Bretagna*

CAIOZZO P., CITO M. C., GUENZI P., MINIERO G., GHADDAR S.

**How students perceive salespeople and the sales job**

*GSSI - Global Sales Science Institute Conference - June 8-9, 2017, Le Morne, Mauritius*

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**Are we Missing the Real Points?**

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GUENZI P., SAJTOS L., TROILO G.

**What are sales capabilities and how do they affect performance? A preliminary investigation**

*5th EMAC Regional Conference - September 24-26, 2014, Katowice, Polonia*

GUENZI P., CAIOZZO P., TROILO G.

**What really matters to sales executives?**

*The Thought Leadership on the Sales Profession Conference - June 10-11, 2014, New York, Stati Uniti d'America*

GUENZI P.

**The impact of sales capabilities on performance**

*The ANZMAC Conference - 1-4 December, 2013, Auckland, Nuova Zelanda*

GUENZI P.

**How sales capabilities affect performance: a preliminary investigation**

*4th Conference on Enhancing Sales Force Productivity - 14-16 July, 2013, Münster, Germania*

GUENZI P., BALDAUF A., PANAGOPOULOS N.

**The Influence of Sales Force Control Systems on Salespeople's Customer-Oriented Selling, Adaptive Selling and Sales Unit Effectiveness**

*42nd EMAC Conference - 4-7 June, 2013, Istanbul, Turchia*

GUENZI P., NIJSSEN E., VAN DEN BORGH M.

**The capabilities and performance of Ambidextrous sales organizations and The influence of sales force control system on Salespeople's customer-oriented selling, adaptive selling and sales unit effectiveness**

*42nd EMAC Conference - 4-7 June, 2013, Istanbul, Turchia*

GUENZI P., DE LUCA L., SPIRO R., TROILO G.

**Does adaptive selling improve or hurt customer trust in the salesperson?**

*41st EMAC Annual Conference - May 23-26, 2012, Lisbon, Portogallo*

SOSCIA I., BAGOZZI R., GUENZI P.

**Solving The Paradox Of Machiavellianism: Machiavellianism May Make For Productive Sales But Poor Team Spirit**

*41st EMAC Annual Conference - 23-26 May, 2012, Lisbon, Portogallo*

GUENZI P., DE LUCA L., SPIRO R.

**The dark side of adaptive selling**

*5th annual GSSI Conference - 22-24 June, 2011, Milano, Italia*

GUENZI P., PANZERI F.

**An investigation into the consequences of prosocial behaviors of salespeople using the laddering technique**

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

GUENZI P., SOSCIA I., BAGOZZI R.

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

GUENZI P., SPIRO R.

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*39th EMAC Conference - 1-4 June, 2010, Copenhagen, Danimarca*

TROILO G., GUENZI P.

**What can sales managers learn from coaches of professional sport teams?**

*39th EMAC Conference - June 1-4, 2010, Copenhagen, Danimarca*

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

**Organizational drivers of customer-oriented selling**

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

GUENZI P., BALDAUF A., ONYEMAH V.

**Antecedents and consequences of Sales Force Control Systems: a relational perspective**

*2008 Global Sales Science Institute Conference - 25-27 June, 2008, Athens, Grecia*

TROILO G., GUENZI P.

**Marketing-Sales relationship: how to achieve their integration?**

*37th EMAC Conference - May 27-30, 2008, Brighton, Gran Bretagna*

DE LUCA L., TROILO G., GUENZI P.

**The contingent value of sales participation in marketing decision-making for market performance**

*37th EMAC Conference - May 27-30, 2008, Brighton, Gran Bretagna*

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

**The contingent value of sales participation in marketing decision-making on organizational performance**

*2008 AMA Winter Marketing Educators' Conference - February 15-18, 2008, Austin, Stati Uniti d'America*

GUENZI P., CASTALDO S., JOHNSON D.

**A multi-level model of retail trust: building patronage through people, products, places and communication**

*36th EMAC Conference - May 23-26, 2007, Reykjavik, Islanda*

GUENZI P., ARBORE A., ORDANINI A.

**Exploring relational trade-offs in the presence of key employees: the case of the radio industry**

*36th EMAC Conference - May 23-26, 2007, Reykjavik, Iceland*

ARBORE A., GUENZI P., ORDANINI A.

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

*36th EMAC Conference - May 22-25, 2007, Reykjavik, Iceland*

PREMAZZI K., CASTALDO S., GUENZI P., GROSSO M., GRIMALDI L.

**When and why do customers trust in grocery retailers?**

*36th EMAC Conference - May 22-25, 2007, Reykjavik, Islanda*

GUENZI P., BALDAUF A.

**An empirical investigation of relationship selling strategy, management controls, salesperson behaviors and sales organization effectiveness**

*National Conference in Sales Management - 28-31 March 2007, Irvine, CA, Stati Uniti d'America*

GUENZI P., GEORGES L.

**Antecedents and consequences of customer trust in the financial advisor**

*35th EMAC Conference - 23-26 May, 2006, Athens, Grecia*

GUENZI P., BEBER G.

**Building interpersonal relationships in mass-mediated service environments: The case of radio stations**

*35th EMAC Conference - 23-26 May, 2006, Athens, Grecia*

GUENZI P., TROILO G.

**Integrating Marketing and Sales: A Means-End Approach**

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