

Raffaella Manzini is Full Professor at LIUC - Università Cattaneo (Italy). She teaches several courses on the management of technology and innovation for bachelor, MS, PhD and executive engineering students. Her research interests are R&D and innovation management, innovation and intellectual property, technology intelligence. In these fields of study, she has more than 60 publications in international peer reviewed journals and dozens of projects with companies and trade associations. She has recently extended her research interests to the teaching perspective, presenting papers on “teaching innovation to engineers” in conferences on Education in Engineering.

Since December 2019 she is the Director of the School of Industrial Engineering at LIUC.

From 2015 to 2019 she was the rector’s delegate for research and head of the PhD Program in “Management, Finance and Accounting”. She obtained her master’s degree in Management Engineering in 1994 at Politecnico di Milano.

Raffaella Manzini

School of Industrial Engineering

LIUC –Università Cattaneo

Corso Matteotti, 22 - 21053 Castellanza, Italy

rmanzini@liuc.it

PERSONAL INFORMATION

Raffaella, Manzini; Date of birth: 07/07/1969; ORCID: <https://orcid.org/0000-0003-2998-2784>

SCIENTIFIC DISCIPLINARY SECTOR: Economic and management engineering

CURRENT POSITION

2014 – now Full Professor in Management Engineering, Università Carlo Cattaneo – LIUC, Italy

PREVIOUS POSITIONS

2003 – 2014 Associate Professor, Università Carlo Cattaneo – LIUC, Italy

1996 – 2003 Researcher, Università Carlo Cattaneo – LIUC, Italy

INSTITUTIONAL AND RESEARCH RESPONSIBILITIES

List of responsibilities during my career at Università Cattaneo - LIUC, Italy

2019- now Director of the School of Industrial Engineering

2015 – 2019 Vice-Rector, delegate for research

2014 – 2019 Director of PhD Programme in Management, Finance and Accounting

2016 – now Director of the Research Unit on Integrated Business Management

2011 – 2016 Director of Research Center on Innovation and Intellectual Property

2008 – 2016 Director of Uni.TIS, Research Unit in Innovation, technology and sustainability

2007 – 2010 Coordinator of the R&D club, a working group involving academics from Politecnico di Milano, Università di Padova, Università di Parma, Università di San Marino and 20 R&D managers of Italian companies

MAIN TEACHING ACTIVITIES

Teaching activities at Università Carlo Cattaneo - LIUC, Italy:

2000 – now Instructor, Business Decision Making

2004 – now Instructor, Innovation Management and New Product Development

Teaching activities at other Institutions:

2008 – 2015 Member of the Board and Teaching activity for PhD “Economics and Management of Technology (DEMT)”, Università di Bergamo, Italy

2005 – 2014 Teaching activity Master MEDEA, Technology Management, Scuola Mattei – Eni Corporate University, Italy

Supervisor of about 10 PhD students and Postdoctoral fellows.

Since 2002, I am responsible for designing and implementing all the courses concerning Management Engineering topics and especially Innovation Management, for the Industrial Engineering School at LIUC

EDITORIAL ACTIVITY

I act as reviewer for several international peer reviewed journals. Among them: R&D Management, European Management Journal, Long Range Planning, Technovation, Journal of Engineering and Technology Management, Technology Analysis and Strategic Management, Technological Forecasting and Social Change, International Journal of Innovation Management, Creativity and Innovation Management

SCIENTIFIC PERFORMANCE

I am Author of more than 60 publications in international peer reviewed journals indexed in SCOPUS with more than 1100 citations (H-index SCOPUS: 20): 49 journal articles, 6 conference paper, 4 book chapter, 1 book “Evaluation and performance measurement of research and development: Techniques and perspectives for multi-level analysis”. More than 100 presentations at conferences, workshops and seminars.

My research interests focus on the fields of Open innovation, Technology transfer, Intellectual property, Technology Intelligence, R&D performance measurement and Evaluation of third mission in universities and research centers. Referring to all these topics, I have recently extended my research interests to the teaching perspective and I presented papers on “teaching innovation to engineers” at the SEFI Conferences in 2017, 2018, 2019.

NATIONAL AND INTERNATIONAL GRANTS (as Principal Investigator)

2018-2021 Interreg RISICO

Funded by EU – Interreg V-A Italy Switzerland 2014-2020

30 months

199.463€

Partners: Italy: Ecole (Assolombarda), Univa Servizi, Unindustria Servizi Como; Switzerland: SUPSI, AITI, Ated ITC Ticino.

2015 SIFood - Science&Innovation Food District

Funded by Regione Lombardia - POR Competitività 2007-2013

6 months

25.000€

Regional Grant for the creation and development of innovation communities within the Lombardy Open Innovation Platform.

2009-2012 RIPPI - Rete Insubrica Promozione Proprietà Industriale

Funded by Interreg Italy–Switzerland 2007-2013

30 months

259.250 €

Partners: Ticino Transfer, Cantone Ticino

Abstract: creation of a network for promoting IP culture among companies of the Insubria region

2010-2013 VIPI - Valutazione e valorizzazione dell'innovazione e della proprietà intellettuale

Funded by Regione Lombardia - endowment for applied research

36 months

200.000€

Abstract: assessment and valorisation of innovation and intellectual property.

The scope of the project is the training of new professionals expert in innovation and intellectual property.

2012 Desk Innovazione e Tutela

funded by Chamber of Commerce of Varese, province of Varese, Fondazione Cariplo

12 months

35.000€

Abstract: IP desk service for SME and startupper

2012-2013 LARI - Laboratorio Reti Impresa

Funded by "ERGON Grant" of Regione Lombardia

12 months

30.000€

Mapping and clustering the entrepreneurial system of Regione Lombardia

List of main publications

- Ünal, Enes, Urbinati, Andrea, Chiaroni, Davide, Manzini, Raffaella (2019). Value creation in circular business models: the case of a US small medium enterprise in the building sector. *RESOURCES CONSERVATION AND RECYCLING*, vol. 146, p. 291-307, ISSN: 0921-3449, doi: 10.1016/j.resconrec.2018.12.034
- Puliga, Gloria, Manzini, Raffaella, Batistoni, Paola (2018). An industry and public research organization joint effort for ITER construction: evaluating the impact. *FUSION ENGINEERING AND DESIGN*, ISSN: 0920-3796, doi: 10.1016/j.fusengdes.2018.12.015
- Lazzarotti, Valentina, Manzini, Raffaella, Mauri, Fabrizia (2018). Balancing actions for radical and incremental innovations in SAES Getters. *INTERNATIONAL JOURNAL OF BUSINESS INNOVATION AND RESEARCH*, vol. 15, p. 452-466, ISSN: 1751-0252, doi: 10.1504/IJBIR.2018.090461
- Manzini, Raffaella, Lazzarotti, Valentina, Pellegrini, Luisa (2017). How to remain as closed as possible in the open innovation era: the case of Lindt & Sprüngli. *LONG RANGE PLANNING*, vol. 50, p. 260-281, ISSN: 0024-6301, doi: 10.1016/j.lrp.2015.12.011

- Aloini, Davide, Lazzarotti, Valentina, Manzini, Raffaella, Pellegrini, Luisa (2017). IP, openness, and innovation performance: an empirical study. *MANAGEMENT DECISION*, vol. 55, p. 1307-1327, ISSN: 0025-1747, doi: 10.1108/MD-04-2016-0230
- Lazzarotti, Valentina, Manzini, Raffaella, Nosella, Anna, Pellegrini, Luisa (2017). Innovation ambidexterity of open firms: the role of internal relational social capital. *TECHNOLOGY ANALYSIS & STRATEGIC MANAGEMENT*, vol. 29, p. 105-118, ISSN: 0953-7325, doi: 10.1080/09537325.2016.1210119
- Valentina Lazzarotti, Lars Bengtsson, Raffaella Manzini, Luisa Pellegrini, Pierluigi Rippa, (2017) "Openness and innovation performance: An empirical analysis of openness determinants and performance mediators", *European Journal of Innovation Management*, Vol. 20 Issue: 3, pp.463-492, <https://doi.org/10.1108/EJIM-06-2016-0061>
- Lazzarotti, Valentina, Manzini, Raffaella, Nosella, Anna, Pellegrini, Luisa (2016). Collaboration with scientific partners: the mediating role of managerial mechanisms. *INTERNATIONAL JOURNAL OF LEARNING AND INTELLECTUAL CAPITAL*, vol. 13, p. 216-237, ISSN: 1479-4853, doi: 10.1504/IJLIC.2016.075699
- Lazzarotti, Valentina, Manzini, Raffaella, Nosella, Anna, Pellegrini, Luisa (2015). Collaborations with scientific partners: the mediating role of the social context in fostering innovation performance. *CREATIVITY AND INNOVATION MANAGEMENT*, vol. 25, p. 142-156, ISSN: 0963-1690, doi: 10.1111/caim.12158
- Manzini, Raffaella, Lazzarotti, Valentina, Pellegrini, Luisa (2016). How to remain as closed as possible in the open innovation era: the case of Lindt & Sprüngli. *LONG RANGE PLANNING*, p. 1-22, ISSN: 0024-6301, doi: 10.1016/j.lrp.2015.12.011
- Lazzarotti, Valentina, Manzini, Raffaella, Nosella, Anna, Pellegrini, Luisa (2016). Innovation ambidexterity of open firms: the role of internal relational social capital. *TECHNOLOGY ANALYSIS & STRATEGIC MANAGEMENT*, vol. 29, p. 105-118, ISSN: 0953-7325, doi: 10.1080/09537325.2016.1210119
- Lazzarotti V, Manzini R, Pellegrini L (2015). Editorial: Do we still need another special issue on Open Innovation?. *International Journal Of Technology Intelligence And Planning*, vol. 10, p. 187-194, ISSN: 1740-2832
- Lazzarotti V, Manzini R (2015). Intellectual property protection mechanisms in collaborative new product development. *R&D Management*, ISSN: 0033-6807, doi: DOI: 10.1111/radm.12126
- Lazzarotti V, Manzini R, Pellegrini L (2015). Is Your Open-Innovation Successful? The Mediating Role of a Firm's Organizational and Social Context . *The International Journal Of Human Resource Management*, vol. 26, p. 2453-2485, ISSN: 0958-5192, doi: DOI: 10.1080/09585192.2014.1003080
- Lazzarotti V, Aloini D, Manzini R, Pellegrini L (2015). Technological strategy, open innovation and innovation performance: evidences on the basis of a structural-equation-model approach. *Measuring Business Excellence*, vol. 19, p. 22-41, ISSN: 1368-3047
- Garcia M., Lazzarotti V., Manzini R., Sanchez M., (2015) Open Innovation Strategies in the Food and Drink Industry: Determinants and Impact on Innovation Performance, *International Journal of Technology Management*

- Lazzarotti V., Manzini R., Pizzurno E., Pellegrini L. (2013) Open Innovation in the automotive industry: why and how? Evidence from a multiple case-study, *International Journal of Technology Intelligence and Planning (IJTIP)* Vol. 9, No.1, pp. 37-56,
- Lazzarotti V., Manzini R., (2013), The tension between traditional innovation strategies and openness: Lindt's controlled open innovation approach, chapter 2, pp.25-38 in *Open innovation in the food and beverage industry* edited by Marian Garcia Martinez, Woodhead Publishing Series in Food Science, Technology and Nutrition
- Lazzarotti V., Manzini R., (2013), Partnering with public research centres and private technical and scientific service providers for innovation: the case of Italian rice company Riso Scotti , chapter 6, pp.97-108 in *Open innovation in the food and beverage industry* edited by Marian Garcia Martinez, Woodhead Publishing Series in Food Science, Technology and Nutrition
- Lazzarotti V., Manzini R., (2013), Effective organisational and managerial company frameworks to support open innovation: overview and the case of Heinz, chapter 20, pp.356-368 in *Open innovation in the food and beverage industry* edited by Marian Garcia Martinez, Woodhead Publishing Series in Food Science, Technology and Nutrition
- Lazzarotti V., Manzini R., Pellegrini L., (2012) IP and open innovation: theory and practice, *International Journal of Technology Marketing*, Vol. 7, No. 2, 2012, pp.119-134
- Lazzarotti, V., Manzini, R., Pizzurno E., 2012, Setting up innovation networks: the case of a small company in the calibration industry, *Asia Pacific Management Review*, issue 17.
- Lazzarotti, V., Manzini, R., Pellegrini, L., 2011, Firm-specific factors and the openness degree, in Nobre F S, Walker D, Harris R J *Technological, Managerial and Organizational Core Competencies: Dynamic Innovation and Sustainable Advantage*, IGI Global, USA.
- Lazzarotti, V., Manzini, R., Pellegrini, L., 2011, Contextual Factors and Open Innovation: are there contradictory or yet little investigated propositions? *International Journal of Innovation and Regional Development*, Special issue Commercialisation Processes and Open Innovation", *Int. J. Innovation and Regional Development*, Vol. 3, No. 5, pp- 486-514.
- Lazzarotti, V., Manzini, R., Pellegrini, L. 2011, Firm-specific factors and the openness degree: a survey of Italian firms, special issue OI, *European Journal of Innovation Management*, Vol. 14, No 4, pp 412 – 434
- Lazzarotti, V., Manzini, R., Mari L., A model for R&D performance measurement, *International Journal of Production Economics*, 134 (2011) 212–223
- Bassani, C., Lazzarotti, V., Manzini, R., Pellegrini, L., Santomauro, S., 2010, Measuring performance in R&NPD: The case of Whitehead Alenia Sistemi Subacquei – a Finmeccanica company, *European Journal of Innovation Management*, Vol.13, No. 4, pp.481-506.
- Lazzarotti, V., Manzini, R., Pellegrini, L., 2010, Open innovation models adopted in practice: an extensive study in Italy, *Measuring Business Excellence*, Special Issue: Intellectual capital and business excellence for the twenty-first century organizations, Vol.14, Issue 4, 2010, pp. 11 – 23.
- Frattini, F., Lazzarotti, V., Manzini R., (2009) “R&D Function”, in Vittorio Chiesa, Federico Frattini *Evaluation and Performance Measurement of Research and Development: Techniques and Perspectives for Multi-level Analysis*, pp. 15- 50, Edward Elgar Publishing Ltd; ISBN-10: 1847209483, ISBN-13: 978-1847209481.

- Lazzarotti V., Manzini R., (2009), Different modes of open innovation: a theoretical framework and an empirical study, *International Journal of Innovation Management*, vol 13, issue 4, pp. 615-636.
- Chiesa, V., Frattini, F., Lazzarotti, V., Manzini, R. (2009). Performance measurement in R&D: exploring the interplay between measurement objectives, dimensions of performance and contextual factors. *R&D Management*. Vol. 29, No. 5, pp. 488-519.
- Chiesa, V., Frattini, F., Lazzarotti, V. and Manzini R. (2009) Performance Measurement of Research and Development Activities, *European Journal of Innovation Management*, vol. 12, n.1, ISSN 1460-1060 pagg. 25-61.
- Mari L., Lazzarotti V., Manzini R., (2009) Measurement in soft systems: epistemological framework and a case study, *Measurement*, Vol 42, issue 2, pp. 241-253.
- Chiesa, V., Frattini, F., Lazzarotti, V. and Manzini R, (2009). An exploratory study on R&D performance measurement practices: a survey of Italian R&D-intensive firms, *International Journal of Innovation Management*, vol.13, No 1.
- Chiesa, V., Frattini, F., Lazzarotti, V. and Manzini R., (2008). Defining a performance measurement system for the research activities: a reference framework and an empirical study. *Journal of Engineering and Technology Management*, No.25., p.213-226
- Chiesa V., Frattini F., Manzini R., (2008) Managing and organising technical and scientific service firms: a taxonomy and an empirical study, *International journal of services technology and management*, vol. 10, n.2/3/4, pp. 211-234.
- Chiesa V., Manzini R., Pizzurno E., (2008) The market for technological intangibles: a conceptual framework for commercial transactions, *International Journal of learning and intellectual capital*, vol. 5, n. 2, pp. 186-207.
- Azzone G., Manzini R., (2008) Quick and dirty Terchnology assessment: the case of an Italian Research Centre, *Technological forecasting and social change*, vol 75.
- Chiesa, V., Frattini, F., Lazzarotti, V. and Manzini R., (2007). Measuring Performance in New Product Development Projects: A Case Study in the Aerospace Industry. *Project Management Journal*, Vol.38, No.4, December.
- Chiesa v, Gilardoni E., Frattini F., Manzini R., Pizzurno E., (2007) Searching for factors influencing technological asset value, *European Journal of Innovation Management*, vol. 10, issue 4.
- Chiesa v, De Massis A., Frattini F., Manzini R., (2007) How to sell technology services to innovators: evidence from nanotech Italian companies, *European Journal of Innovation Management*, vol. 10, issue 4.
- Chiesa V., Frattini F., Lazzarotti V., Manzini R., (2007) How do measurement objectives influence the R&D performance measurement system design? Evidence from a multiple case study, *Management research news*, vol 30, n. 3, pp. 187-202.
- Frattini F., Lazzarotti V., Manzini R., (2006) Towards a system of performance measures for research activities: NiKem Research case study, *International Journal of Innovation Management*, Vol. 11, N. 1.
- Lazzarotti V., Manzini R. (2006), The benchmarking of information systems supporting the administrative university activities, *The benchmarking: an international journal* Vol 1, January.

- Manzini, R., Noci, G., Ostinelli, M., Pizzurno, E., 2005 Assessing environmental product declaration opportunities: a reference framework *Business Strategy and the Environment* vol 15, pp. 118-134.
- Chiesa V., Gilardoni E., Manzini R., 2005, The valuation of technology in buy-cooperate-sell decisions", *European Journal of Innovation Management*, v 8, n 1, pp 5-30
- Chiesa V., Manzini R., Toletti G., (2005) Critical Success Factors and Competences in Standardisation Strategy, in Sanchez, Freiling, (Eds) *Research in Competence-Based Management*, Vol. 1: A Focused Issue on The Marketing Process in Organizational Competence, Elsevier Science: Oxford, UK, Elsevier Science.
- Chiesa V., Manzini R., Pizzurno E., (2004) The externalisation of R&D activities and the growing market of product development services, *R&D Management*, Volume 34 Issue 1 Page 65 - January 2004.
- Chiesa V., Manzini R., Toletti G., (2002) Standard setting processes: evidence from two case studies, *R&D Management*, vol. 32, n. 5, 2002
- Manzini R., Chiesa V., (2001) The organisation of the external acquisition of technology, in V.Chiesa, *R&D Strategy and organisation*, Imperial College Press, London.
- Chiesa V., Manzini R. e Tecilla F., Selecting sourcing strategies for technological innovation: an empirical case study, *International Journal of Operations and Production Management*, 2000, Vol 20, n. 9, pp. 1017-1037.
- Cagliano, R., Chiesa, V., Manzini, R., Managing technological collaborations in research, development and manufacturing: differences and similarities, *Journal of Engineering and Technology Management*, Vol 17, 2000, pp 193-224.
- Cavone, A., Chiesa V. e Manzini R., (2000) Management styles in industrial R&D organisations, *European Journal of Innovation Management*, Vol 3, n. 2, pp.59-71.
- Chiesa, V., Manzini, R., 2000, Diversification Strategies and Competence-based Competition: Suggestions from Three Case Studies, in Heene A., Sanchez R., *Advances in Applied Business Strategy*, Greenwich, CT: JAI Press, 2000.
- Chiesa, V., Manzini, R., Noci, G., Towards a sustainable view of the competitive system, *Long Range Planning*, Vol. 32, n. 5, pp.519-530, October 1999.
- Chiesa, V., Giglioli, E., Manzini, R., 1999, R&D Corporate Planning: Selecting the Core Technological Competencies, *Technology Analysis and Strategic Management*, Vol. 11, n. 2, 255-279 .
- Chiesa, V., Manzini, R., Organising for Technological Collaborations: a Managerial Perspective, *R&D Management*, July, 1998.
- Chiesa, V., Manzini, R., Towards a Framework for Dynamic Technology Strategy, *Technology Analysis and Strategic Management*, Vol. 10, March 1998.
- Chiesa, V., Manzini, R., Profiting from the Virtual Organisation of Technological Innovation: Suggestions from an Empirical Study, *International Journal of Technology Management*, Vol. 15, Nos 1/2, 1998.
- Chiesa V., Manzini R., "Managing Virtual R&D Organisations: Lessons from the Pharmaceutical Industry", *International Journal of Technology Management*, Vol. 13, n. 5/6, 1997.
- Chiesa V., Manzini R., "Competence-based Diversification", *Long Range Planning*, Vol. 30, n. 2, pp. 209-217, 1997.

- Chiesa V., Manzini R., “Managing Knowledge Transfer Within Multinational Firms”, *International Journal of Technology Management*, vol. 12, n. 4, pp.462-476, 1996.
- Chiesa V., Manzini R., Rangone A., “Assessing and monitoring strategic competences”, in J. Butler, A. Piccaluga (Eds), *Knowledge, Technology and Innovative Organisations*, Guerini e Associati, 1996.
- Azzone, G., Noci, G., Manzini, R., Welford, R., Young, W., “Defining Environmental Performance Indicators: An Integrated Framework”, *Business Strategy and the Environment*, Vol. 5, pp. 69-80, 1996.
- Azzone, G., Manzini, R., Noci, G., “Evolutionary Trends in Environmental Reporting”, *Business Strategy and the Environment* Vol. 5, n. 4, pp. 219-230, 1996.
- Chiesa, V., Manzini, R., “Competence levels within firms: a static and dynamic analysis”, in A. Heene, R. Sanchez (eds.), *Competence-Based Strategic Management*, J. Wiley, Chichester, pp. 195-213, 1996.
- Azzone, G., Manzini, R., "Measuring Strategic Environmental Performance", *Business Strategy and the Environment*, Vol. 3, n. 1, pp. 1-14, 1994.