

Federico Caniato

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Current Position

Associate Professor, School of Management, Politecnico di Milano

National Italian Habilitation as Full Professor

Education

POLITECNICO DI MILANO, Milano, Italy

Ph.D. in Management Engineering, 2

Dissertation on “Strategies for Supply Chain Flexibility: an empirical taxonomy”

M.Eng. in Management Engineering, 21 December 2000

Dissertation on “A Model of Demand Forecasting with Promotions: the Nestlè case” (score 100/100)

Research

Fields of study: Supply Chain Management, Purchasing Management, Manufacturing Strategies, Demand Forecasting.

Research Projects:

- 2013 – *ongoing*. Supply Chain Finance: research on solutions for improving cash flow management at supply chain level.
- 2011 – *ongoing*. Denominazione di Origine Sostenibile: research on sustainability strategies, practices and performance of the Italian food industry.
- 2009 – *ongoing*. Osservatorio Sistema moda: research on strategies, practices and performance of the Italian fashion industry.
- 2007 – *ongoing*. International Purchasing Survey: international research on purchasing strategy, practice and performance.
- 2007 – 2012. IT eProcurement trends: international research on the use of electronic tools for procuring IT goods and services, sponsored by IBM.
- 2006 – 2007. Monodzukuri Global Survey: international research on improvement programs in the operations of manufacturing firms.
- 2005 – 2009. Luxury Supply Chain Strategies. Research on supply chain management strategies of luxury firms.
- 2004 – 2005. Organisation of Professional Service Firms: research on the organisational models and human resource practices in management consulting and law firms in Italy.
- 2004 – 2006. New Forms of Work Organisation and the Evolution of the Labor Market: research on the impact of the regulatory and social context on the organisational model adopted in manufacturing.
- 2004 – 2006. Virtual Districts: project sponsored by the Italian Space Agency (ASI) to support collaboration in research, development and technological innovation in the Italian space industry.
- 2001 – 2004: CO-IMPROVE (European Union Project): development of methods and tools for Collaborative Improvement, that is Continuous Improvement at the level of the Extended Manufacturing Enterprise, networks of firms that collaborate to produce complex, generally high-tech systems. The project involved, besides Politecnico di Milano, academic partners (Aalborg University –DK, Trinity College – IR, Twente University – NL) and industrial partners (Aermacchi – IT, Power Packer – NL, Sauer Danfoss – DK, IFS – SE; I2S – GR).
- 2001 – *ongoing*: International Manufacturing Strategy Survey (IMSS): research on manufacturing strategies at world level, originally promoted by London Business School and now in its third edition. The research is carried out by prestigious universities in 25 countries and collects data from more than 700 excellent manufacturing firms.

- 2002 – 2003: Supply Chain Response to Global Terrorism: research project launched by MIT Professor Yossi Sheffi, head of the MIT Center for Transportation and Logistics. The project aims at studying the effect of low probability, high impact event on the supply chain, focusing in particular on how companies can protect themselves from these threats. Federico Caniato spent six months at MIT working full time on this project and he is now collaborating from Italy.
- 2001 – 2004: Doctoral Research on Supply Chain Flexibility. Study of strategies, practices and performance of companies whose focus is in achieving flexibility in their supply chains.

Consulting

- 2013 – 2014: Development of a Vendor Management System for GRUPPO MEDIOLANUM
- 2013 – 2014: Support to business process continuous improvement for CERTIQUALITY
- 2007 – 2012: eProcurement Value Assessment for IBM: development of a tool for the economic and organizational evaluation of the benefits of eProcurement systems
- 2007 – 2008: WINCOR-NIXDORF. Analysis of the organizational impact of self scanning and self payment technologies in the retail sector. Development of convergent scenarios for the retail and banking sectors.
- 2006 – 2008: Demand analysis, evaluation of forecasting and inventory management methods for COTONIFICIO ALBINI S.p.A.
- 2005 – 2006: Development of a Total Cost of Ownership model for CPS COLOR EQUIPMENT S.p.A.
- 2003 – 2012: analysis of demand and evaluation of forecasting methods for ITALCEMENTI S.p.A.: the Italian Market of cement has been studied, in order to isolate the relevant phenomena affecting it. Subsequently, various forecasting techniques have been evaluated to identify the best performing.
- 2001 – 2002: analysis of demand and evaluation of forecasting methods for RECKITT BENCKISER ITALIA S.p.A.: the analysis of demand has shown the coexistence of various perturbing phenomena, which requires specific solutions for forecasting. The suggested approach is based on clustering customers on the ground of the type of demand generated and on the use of both historical data and additional information to forecast irregular fluctuations of demand.
- 1999 – 2000: development of a model for forecasting demand affected by promotions for NESTLÉ ITALIANA S.p.A.: within the work that resulted in the graduation thesis, at first an analysis of demand has been performed for individuating the inherent causes of demand variability. Consequently a forecasting approach has been developed, based on the use of historical data and information on the timing of perturbing events.

Teaching

- 2009 – ongoing: *Professor of Management and Business Process Reengineering at Politecnico di Milano*
- 2007 – 2010: Professor of Management and Organization within the Management Engineering Degree Course at Politecnico di Milano and Università degli Studi di Bergamo.
- 2008 – 2010: Professor of “Project Planning and Control in the Real Estate Industry”.
- 2005 – 2007: Professor of “Fundamentals of Corporate Economics”
- 2001 – 2005: lecturer in Management and Accounting for undergraduate courses at Politecnico di Milano
- 2001 – ongoing: lecturer in Supply Chain Management and Purchasing for Master programs of MIP, Politecnico di Milano
- 2007 – ongoing: director of the Executive Program in Purchasing and Supply Chain Management, the international Master in Supply Chain and Purchasing Management (joint program with Audencia Nantes School of Management), the Italcementi Group Corporate Master Program and the ABB Corporate Master Program of MIP, Politecnico di Milano
- 2001 – ongoing: design, coordination and teaching in corporate education programs for the following companies: ABB, Acer, Alcatel, Banca Lombarda, Benetton, BTicino, Comau, Continental, Danieli, Eni, Ferrari, Fiat, Finmeccanica, Gucci, IBM, Italcementi, Lucchini, Luxottica, Mantero, Pirelli, RAS, Saipem, Siemens, Sirti, Snam rete gas, Sorghenia, Unicredit, Value Partners, Vodafone.

Languages

- Italian: native speaker

- English: advanced proficiency, lived in Boston (MA) for 6 months, TOEFL 633
- German: basic, ZDAF certificate from Goethe Institut

Membership

- Associazione Italiana di Ingegneria Gestionale (AiIG)
- European Operations Management Association (EurOMA),
- International Purchasing and Supply Education and Research Association (IPSERA)
- Institute for Supply Management (ISM)

Awards

- 2006 AILOG (Italian Association of Logistics Professionals) prize for the Doctoral Thesis
- 2009 EurOMA Chris Voss Highly Commended Award for the paper “The impact of country culture on the adoption of new forms of work organization”.
- 2013 IPSERA Best Paper Award for the paper “Designing Vendor Evaluation Systems: an Empirical Analysis”
- 2014 EurOMA Chris Voss Highly Commended Award for the paper “Supply chain risk management and operational performance: the impact of country-level disruption risks”

Editorial roles

- Associate Editor of the Journal of Purchasing & Supply Management.
- Reviewer for International Journal of Operations & Production Management, International Journal of Production Economics, Journal of Cleaner Production, Production Planning and Control

Most Relevant Publications

1. Caniato, F., Groessler, A. (2015) “The moderating effect of product complexity on new product development and supply chain management integration”, *Production Planning and Control*, DOI: 10.1080/09537287.2015.1027318.
2. Caniato, F., Crippa, L., Pero, M., Sianesi, A., Spina, G. (2015) “Internationalisation and outsourcing of operations and product development in the fashion industry”, *Production Planning and Control*, DOI: 10.1080/09537287.2014.971524.
3. Caniato, F., Elia, S., Luzzini, D., Piscitello, L., Ronchi, S. (2015) “Location drivers, governance model and performance in service offshoring”, *International Journal of Production Economics*, Vol. 163, pp. 189-199.
4. Macchion, L., Moretto, A., Caniato, F., Caridi, M., Danese, P., Vinelli, A. (2015) “Production and supply network strategies within the fashion industry”, *International Journal of Production Economics*, Vol. 163, pp. 173-188.
5. Elia, S., Caniato, F., Luzzini, D., Piscitello, L. (2014) “Governance choice in global sourcing of services: the impact on service quality and cost saving performance”, *Global Strategy Journal*, Vol. 4, No.3, pp. 181-199.
6. Caniato, F., Ronchi, S., Luzzini, D., Brivio, O. (2014) “Total cost of ownership along the supply chain: a model applied to the tinting industry”, *Production Planning and Control*, DOI: 10.1080/09537287.2014.918285.
7. Luzzini, D., Longoni, A., Moretto, A., Caniato, F., Brun, A. (2014) “Organizing IT purchases: Evidence from a global study”, *Journal of Purchasing and Supply Management*, Vol. 20, No. 3, pp. 143-155.
8. Luzzini, D., Caniato, F., Spina, G. (2014) “Designing vendor evaluation systems: An empirical analysis”, *Journal of Purchasing and Supply Management*, Vol. 20, No. 2, pp. 113-129.
9. Caniato, F., Caridi, M., Moretto, A., Sianesi, A., Spina, G. (2014) “Integrating international fashion retail into new product development”, *International Journal of Production Economics*, Vol. 147 (part B), pp. 294-306.
10. Cagliano, R., Caniato, F., Longoni, A., Spina, G. (2014) “Alternative uses of temporary work and new forms of work organization”, *Production Planning and Control*, Vol. 25, No. 9, pp. 762-782.
11. Caniato, F., Luzzini, D., Ronchi, S. (2014) “Purchasing performance management systems: an empirical investigation”, *Production Planning and Control*, Vol. 25, No. 7, pp. 616-635.
12. Caniato, F., Caridi, M., Moretto, A. (2013) “Dynamic capabilities for fashion-luxury supply chain innovation”, *International Journal of Retail & Distribution Management*, Vol. 41, No. 11/12.

13. Spina, G., Caniato, F., Luzzini, D., Ronchi, S. (2013) "Past, present and future trends of purchasing and supply management: An extensive literature review", *Industrial Marketing Management*, Vol. 42, No. 8, pp. 1202-1212.
14. Caniato, F., Golini, R., Kalchschmidt, M. (2013) "The effect of global supply chain configuration on the relationship between supply chain improvement programs and performance", *International Journal of Production Economics*, Vol. 143, No. 2, pp. 285-293.
15. Luzzini, D., Caniato, F., Ronchi, S., Spina, G. (2012) "A transaction cost approach to purchasing portfolio management", *International Journal of Operations and Production Management*, Vol. 32, No. 9, pp. 1015-1042.
16. Caniato, F., Caridi, M., Crippa, L., Moretto, A. (2012) "Environmental sustainability in fashion supply chains: An exploratory case based research", *International Journal of Production Economics*, Vol. 135, No. 2, pp. 659-670.
17. Caniato, F., Longoni, A., Moretto, A. (2012) "Effective eProcurement Implementation Process", *Production Planning and Control*, Vol. 23, pp. 935-949.
18. Caniato, F., Caridi, M., Castelli, C., Golini, R. (2011) "Supply chain management in the luxury industry: A first classification of companies and their strategies", *International Journal of Production Economics*, Vol. 133, No. 2, pp. 622-633
19. Cagliano, R., Caniato, F., Golini, R., Longoni, A., Micelotta, E. (2011) "The impact of country culture on the adoption of new forms of work organization", *International Journal of Operations and Production Management*, Vol. 31, No. 3, pp. 297-323.
20. Caniato, F., Kalchschmidt, M., Ronchi, S. (2011) "Integrating quantitative and qualitative forecasting approaches: organizational learning in an action research case", *Journal of the Operational Research Society*, Vol. 62, pp. 413-424.
21. Caniato, F., Golini, R., Luzzini, F., Ronchi, S. (2010) "Towards full integration: eProcurement implementation stages", *Benchmarking: An International Journal*, Vol. 17, No. 4, pp.491-515.
22. Cagliano, R., Caniato, F., Golini, R., Kalchschmidt, M., Spina G. (2009) "Evolutionary patterns in e-business strategy", *International Journal of Operations and Production Management*, Vol. 29, No. 9, pp. 921-945.
23. Caniato, F., Caridi, M., Castelli, C., Golini, R. (2009), "A contingency approach for SC strategy in the Italian luxury industry: do consolidated models fit?", *International Journal of Production Economics*, Vol. 120, pp. 176-189.
24. Cagliano, R., Caniato, F., Golini, R., Kalchschmidt, M., Spina G. (2008) "Supply chain configurations in a global environment: a longitudinal perspective", *Operations Management Research*, Vol. 1, pp. 86-94
25. Caniato, F., Caridi, M., Castelli, C., Crippa, L. (2008), "Demand and retail management in luxury fashion industries", *Research Journal of Textile and Apparel*, Vol. 12, No. 3, pp. 65-76.
26. Brun, A., Caniato, F., Caridi, M., Castelli, C., Miragliotta, G., Ronchi, S., Sianesi, A., Spina, G. (2008), "Logistics and supply chain management in luxury fashion retail: empirical investigation of Italian firms", *International Journal of Production Economics*, Vol. 114, No. 2, pp. 554-570.
27. Kaltoft, R., Boer, H., Caniato, F., Gertsen, F., Middel, R., Steendahl Nielsen, J. (2007) "Implementing Collaborative Improvement – top-down, bottom-up or both?", *International Journal of Technology Management*, Vol. 37, Nos. 3/4, pp. 306-322.
28. Cagliano, R., Caniato, F., Spina G. (2006) "The linkage between supply chain integration and manufacturing improvement programmes", *International Journal of Operations and Production Management*, Vol. 26, No. 3, pp. 282-299.
29. Cagliano, R., Caniato, F., Spina G. (2005) "Reconsidering e-business strategy and the impact on supply chains", *International Journal of Operations and Production Management*, Vol. 25, No. 12, pp. 1328-1332.
30. Cagliano, R., Caniato, F., Spina G. (2005) "E-business strategy: how companies are shaping their manufacturing and supply chain through the Internet", *International Journal of Operations and Production Management*, Vol. 25, No. 12, pp. 1309-1327.
31. Cagliano, R., Caniato, F., Corso, M., Spina, G. (2005) "Collaborative improvement in the extended manufacturing enterprise: lessons from an action research process", *Production Planning & Control*, Vol. 16, No. 4, pp. 345-355.
32. Caniato, F., Kalchschmidt, M., Ronchi, S., Verganti, R., Zotteri, G. (2005) "Clustering customers to forecast demand", *Production Planning & Control*, Vol. 16, No. 1, pp. 32-43.
33. Caniato, F., Kalchschmidt, M., Zotteri, G. (2005) "The impact of aggregation level on forecasting performances", *International Journal of Production Economics Special issue: Proceedings of the Twelfth International Symposium on Inventories - Edited by Attila Chikan*, Vol. 93-94C, pp. 479-491.
34. Cagliano, R., Caniato, F., Spina G. (2004) "Lean, Agile and traditional supply: how do they impact manufacturing performance?", *Journal of Purchasing & Supply Management Special issue: The 13th Annual IPSERA Conference - The Purchasing Function: Walking a Tightrope - Edited by A. Ancarani and M. Raffa*, Vol. 10/4-5, pp. 151-164.

35. Cagliano, R., Caniato, F., Spina G. (2003) "E-business strategy: how companies are shaping their manufacturing and supply chain through the Internet", *International Journal of Operations and Production Management*, Vol. 23, No. 10, pp. 1142-1162.
36. Rice, J. B., Caniato, F. (2003) "Building a Secure and Resilient Supply Chain", *Supply Chain Management Review*, September-October, pp. 22-30.