



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, also referred to innovation oriented to sustainability and circular economy. In these fields of study, she has more than 80 publications in international peer reviewed journals and dozens of projects with companies and trade associations. She has recently extended her research interests to the Engineering Education.

In 2021- 2023 she was in the Board of Directors of SEFI, European Association for Engineering Education.

In 2019-2023 she was 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, with a thesis on "Measuring the companies' environmental performance", under the supervision of Prof. Giovanni Azzone.

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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 80 publications in international peer reviewed journals indexed in SCOPUS with more than 2100 citations (H-index SCOPUS: 27).

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)

2023-2025 PRIN “A capability-based decision support framework for circular economy transition”, funded by Next Generation EU and Italian Ministry of University and Research, 199.273€, with Università di Genova and Università di Napoli

2022 – 2023 Interreg RISICO2 Funded by Regione Lombardia

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

- Ponta, L., Puliga, G., Lazzarotti, V., Manzini, R., & Cincotti, S. (2023). To copatent or not to copatent: An agent-based model for firms facing this dilemma. *European Journal of Operational Research*, 306(3), 1349-1363.
- Mortara, L., Manzini, R., Dooley, L., Lazzarotti, V., Di Minin, A., & Piccaluga, A. M. C. (2022). R&D management at a time of crisis: what are we learning from the initial response to the COVID-19 pandemic?. *R&D Management*, 52(2), 157.
- Khitous, F., Urbinati, A., Chiaroni, D., & Manzini, R. (2022). Circular economy in the building sector: Towards a holistic framework for implementing circular business models. In *Circular Economy and Sustainability* (pp. 319-335). Elsevier.

- Ponta, L., Puliga, G., Manzini, R., & Cincotti, S. (2022). Sustainability-oriented innovation and co-patenting role in agri-food sector: Empirical analysis with patents. *Technological forecasting and social change*, 178, 121595.
- Ponta, L., Puliga, G., & Manzini, R. (2021). A measure of innovation performance: the Innovation Patent Index. *Management decision*, 59(13), 73-98.
- Urbinati, A., Manzini, R., Piacentini, D., & Carretti, C. (2021). Implementing open innovation for radical innovation: three successful cases in the SAES group. *European Journal of Innovation Management*.
- Nasullaev, A., Manzini, R., & Kalvet, T. (2020). Technology intelligence practices in SMEs: Evidence from Estonia. *Journal of intelligence studies in business*, 1(1).
- Ponta, L., Puliga, G., Oneto, L., & Manzini, R. (2020). Identifying the Determinants of Innovation Capability with Machine Learning and Patents. *IEEE Transactions on Engineering Management*. DOI: 10.1109/TEM.2020.3004237
- 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 (2016). 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). 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, 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.
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- 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
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- 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.
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- 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.
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