

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 students. Her research interests are R&D and innovation management, innovation and intellectual property, technology intelligence, also referred to sustainable and circular innovation. She is also embracing the complexity science approaches to study innovation management. In these fields of study, she has more than 90 publications in international peer reviewed journals and dozens of projects with companies and trade associations. She has extended her research interests to Engineering Education, especially in the field of teaching and learning innovation management. From 2024 she is the Rector's Delegate for Technology Transfer.

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 Università Cattaneo.

From 2015 to 2019 she was the rector's delegate for research and head of the PhD Program in "Management, Finance and Accounting" at LIUC Università Cattaneo.

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

2025 – present Treasurer elected of SEFI – European Society of Engineering Education

2024 – present Rector's delegate for technology Transfer, LIUC Università Cattaneo

2019- 2023 Director of the School of Industrial Engineering at Università Cattaneo - LIUC, Italy

2020-2022 Member of the National Group of Evaluation Experts (GEV, Gruppo di Esperti della Valutazione) for the National process of Evaluation of the Quality of Research (VQR, Valutazione della Qualità della Ricerca) area 9, Engineering.

2015 – 2019 Vice-Rector, delegate for research, at Università Cattaneo - LIUC, Italy
 2014 – 2019 Director of PhD, at Università Cattaneo - LIUC, Italy
 2017-2019 Member of the National Evaluation Committee for the Abilitazione Scientifica Nazionale (ASN) (National Evaluation) ING-IND/35 Economic and Management Engineering.
 2011 – 2016 Director of Research Center on Innovation and Intellectual Property at Università Cattaneo - LIUC, Italy
 2008 – 2016 Director of Uni.TIS, Research Unit in Innovation, technology and sustainability at Università Cattaneo - LIUC, Italy
 2007 – 2010 Coordinator of the R&D club, a working group involving academics from Politecnico di Milano, Università di Padova, Università di Parma, Programme in Management, Finance and Accounting Università di San Marino and 20 R&D managers of Italian companies

MAIN TEACHING ACTIVITIES

Teaching activities at Università Cattaneo - LIUC, Italy

2000 – now Instructor, Business Decision Making, Bachelor Degree on Management Engineering
 2004 – now Instructor, Technology and Innovation Management, Master Degree on Management Engineering
 2014-2018 Instructors, Innovation Management, PhD Programme in Management, Finance and Accounting

Teaching activities at other Institutions:

2022 – now Politecnico di Milano GSom, responsible and lecturer for the modules on “Research and Third mission”, “Research management”, “Research project management”
 2023 – now Università di Udine, EMBA, lecturer for the module “UInnovation Strategy”
 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 90 publications in international peer reviewed journals indexed in SCOPUS with around 2700 citations (H-index SCOPUS: 30).

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 centres. Referring to all these topics, I have extended my research interests

to the education 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)

2024-2026 Interreg AI-geniale, Exploiting AI within innovation processes, Funded by EU – Interreg VI-A Italy Switzerland, Partners: Italy: Ecole (Assolombarda), Confindustria varesi Servizi, LIUC Università cattaneo, Ated ITC Ticino.

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., Manzini, R., & Cincotti, S. (2025). Firm decision-making process about innovation. *DECISION*, 1-17.
- Lazzarotti, V., Puliga, G., Manzini, R., Tallarico, S., Pellegrini, L., Eslami, M. H., ... & Boer, H. (2025). Collaboration with universities and innovation efficiency: do relationship depth and organizational routines matter?. *European Journal of Innovation Management*, 28(2), 608-630.
- Bosio, A. O., Gervasoni, A., Manzini, R., & Puliga, G. (2024). Private equity, venture capital and patents: a bibliometric review and future research. *Venture Capital*, 1-34.
- Alcamo L, Carbone A, Manzini R, et al. (2024). A multi-scale approach to quantifying metropolitan innovation and recycling behaviour. *Journal of Infrastructure, Policy and Development*. 8(9): 6646. <https://doi.org/10.24294/jipd.v8i9.6646>
- Ponta, L., Puliga, G., Manzini, R., & Cincotti, S. (2024). Reacting and recovering after an innovation failure. An agent-based approach. *Technovation*, 129, 102884.
- 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.
- Cooke, N. J., Manzini, R., Benedetti, M., Wint, N., Griffiths, J., Torres, F., ... & Kim, H. (2023, January). Who, What, How? Tackling Skills Challenges: Future Relevance, Stakeholder Differences, And Teaching Hurdles. In *SEFI 2023-51st Annual Conference of the European Society for Engineering Education: Engineering Education for Sustainability, Proceedings* (pp. 3131-3137).
- Eslami, M. H., Pellegrini, L., Lazzarotti, V., Puliga, G., Manzini, R., & Boer, H. (2023). The effect of knowledge collaboration on innovation performance: the moderating role of digital technologies. *International journal of technology management*, 91(3-4), 162-189.
- Lazzarotti, V., Puliga, G., Manzini, R., Tallarico, S., Pellegrini, L., Eslami, M. H., ... & Boer, H. (2023). Collaboration with universities and innovation efficiency: do relationship depth and organizational routines matter?. *European journal of innovation management*.
- 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*.
- Manzini, R. (2021). Teaching and learning transversal competences in management engineering. *European Professors of Industrial Engineering and Management*, 17.
- 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, G., Strozzi, F., Manzini, R., & Noè, C. (2019). Using TRIZ for teaching innovation and creativity. In Proceedings of the 46th SEFI Annual Conference 2018: creativity, innovation and entrepreneurship for engineering education excellence (pp. 385-395). SEFI, Société Européenne pour la Formation des Ingénieurs.
- 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>
- Manzini, R., & Noè, C. (2017). Teaching the management of innovation to engineers. In Proceedings of the 45th SEFI Annual Conference 2017, Education excellence for sustainability, SEFI 2017 (pp. 525-535). SEFI, Société Européenne pour la Formation des Ingénieurs.
- 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

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- 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
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- 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,
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- 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
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- 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.
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- 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

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- 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.
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- 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.
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- 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.
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