

Short CV - Marcello M. Mariani, PhD, SFHEA

Habilitated as Full Professor of Management since 2019, Marcello Mariani earned a PhD in Management in 2005 (University of Bologna, Italy) and a Post-doc in 2006 (University of Technology Sydney, Australia). A social scientist with a focus on business, economics and management, his scientific activity covers several disciplinary fields including General and Strategic Management, Innovation, Entrepreneurship, Marketing and Organization. He is currently the Academic Director of the University of Bologna DIMPACT Research Center (<https://centri.unibo.it/digital-management/en>) and a Senior Faculty Member of the Henley Centre for Entrepreneurship at Henley Business School, University of Reading (<https://www.henley.ac.uk/research/centres/henley-centre-for-entrepreneurship/staff>).

EXPERIENCE IN ACADEMIC TEACHING

Prof. Mariani has 20 years of extensive teaching experience at all levels (under-graduate, post-graduate including MBA and executive, post-graduate research including DBA and PhD levels) across multiple academic institutions such as the University of Bologna (Italy), the University of Reading (UK), the New York University (USA), the SDA Bocconi School of Management - Bocconi University (Italy), the University of Technology Sydney (Australia); the Carnegie Mellon University (USA); the European Institute for Advanced Studies in Management (Belgium); the Faculty of Management - National Research University HSE (Russian Federation); the Warsaw School of Economics (Poland); the University of Lapland (Finland).

Marcello Mariani has directed and contributed to the development of several Master programs and Executive programs, and has developed many courses and modules in general and strategic management, entrepreneurship, innovation management, marketing, and organization. A shortlist of programs designed, developed and directed for the Bologna Business School include: the Executive Master in Business Tourism and Destination Management; the Executive Master in Digital Marketing for Tourism & Events Management; the Financial Times Programme “AI and Finance”, the Financial Times Programme “AI and Marketing”. Among the courses and modules designed, developed and delivered for the University of Bologna (Italy) and/or the University of Reading (UK): “Digital Transformation in service industries”. Level: PG; “Digital Transformation and digital business models in service industries”. Level: PG; “Digital technologies and AI in innovation management”. Level: PhD; “Laboratory of business simulation”. Level: PG; “Digital Entrepreneurship”. Level: PG; “Entrepreneurship”. Level: MBA; “Entrepreneurship”. Level: Executive MBA; “Principles of Management”. Level: UG; “Strategy and business games”. Level: UG; “Marketing”. Level: UG; “Laboratory of Digital Transformation in services”. Level: PG. He has supervised about 200 among PhD, master and bachelor theses and has supervised to completion 6 PhD and DBA students.

EXPERIENCE IN RESEARCH

Prof. Mariani’s research revolves around the following macro themes:

- (1) The drivers and outcomes of the digital transformation of business activities and impact of digital technologies (especially Big Data, Analytics, and Artificial Intelligence) on strategic and entrepreneurial decision-making, innovation decisions, experimentation, NPD and new product testing, commercialization activities, business processes, organizational

- performance, policy-making activities, and individual behaviours (managers, entrepreneurs, consumers).
- (2) Inter-firm and inter-organizational strategies and relationships, networks, co-opetition and innovation.
 - (3) Organizational performance measurement and analysis with strategic and operational aims and a focus on sustainability.
 - (4) Strategic communication within teams, organizations and markets.
 - (5) Business models, platform business models and digital entrepreneurship.
 - (6) Consumer behaviour (with a focus on digital data-rich environment).
 - (7) Industrial marketing (B2B), services marketing and destination marketing.

On those and other themes he has authored more than 210 publications, including about 120 journal articles, 6 books, 20 book chapters, and more than 100 conference papers. His scientific work has received more than 25,000 citations according to Google Scholar and several of his studies have received coverage by the Financial Times. His research has been published in leading academic journals such as *Academy of Management Journal*, *Harvard Business Review*, *MIT Sloan Management Review*, *Long Range Planning*, *Journal of Business Research*, *Industrial Marketing Management*, *Industrial and Corporate Change*, *Technological Forecasting and Social Change*, *Production Planning & Control*, *International Journal of Production Research*, *Psychology & Marketing*, *Journal of Advertising*, *International Journal of Electronic Commerce*, *Tourism Management*, *Annals of Tourism Research*, *Journal of Travel Research*, *International Journal of Contemporary Hospitality Management*, *International Journal of Hospitality Management*, *European Accounting Review*, *International Studies in Management and Organizations*, and more (a full list is included in Appendix 1 – Publications).

He has been and is a special issue Guest Editor for a number of academic journals including *Journal of Business Research*, *Psychology & Marketing*, *International Journal of Contemporary Hospitality Management*, *British Food Journal*, and more.

He sits on the editorial boards of *Tourism Management* (**4 CABS**), *Journal of Travel Research* (**4 CABS**), *Journal of Business Research* (**3 CABS**), *International Journal of Contemporary Hospitality Management* (**3 CABS**), *British Food Journal* (**1 CABS**)

Reviewing activities: Acted and acting as ad hoc referee for the following journals: *Entrepreneurship Theory and Practice*, *Long Range Planning*, *Journal of Business Research*, *California Management Review*, *Technological Forecasting and Social Change*, *European Management Review*, *Annals of Operations Research*, *Omega*, *Industrial Marketing Management*, *Psychology & Marketing*, *Tourism Management*, *Journal of Travel Research*, *Annals of Tourism Research*, *International Journal of Contemporary Hospitality Management*, *International Journal of Hospitality Management*, *Management Decision*, *International Studies of Management and Organizations*, *Journal of Destination Marketing & Management*, *Management Research*, *International Journal of Business Environment*, *Anatolia*, *Journal of Product & Brand Management*, *Tourism Review*, *Journal of Management and Governance*, *IEEE journals*.

ACHIEVEMENTS IN RESEARCH AND SCHOLARSHIP:

- 2026: Elite Best Reviewer Award, “In recognition of dedication to research excellence in the Journal of Travel Research”. Journal of Travel Research [**CABS Rating: 4**]. Publisher: Sage.

- 2025: **Top 1% scientists worldwide** based on the **Stanford-Elsevier** study by Ioannidis, J.P.A. (2025), "August 2025 data-update for "Updated science-wide author databases of standardized citation indicators", Elsevier Data Repository, V8, doi: 10.17632/btchxktzyw.8.
- 2025: **Top scientist** in "Business and Management" worldwide based on Research.com.
- 2024: **Top 1% scientists worldwide** based on the **Stanford-Elsevier** study by Ioannidis, J.P.A. (2024), "August 2024 data-update for "Updated science-wide author databases of standardized citation indicators"", Elsevier Data Repository, V7, doi: 10.17632/btchxktzyw.7
- 2024: **Top scientist** in "Business and Management" worldwide based on Research.com.
- 2024: **Clarivate Highly Cited Researcher Award 2024**. Included in the group of 6.886 scientists in the world for number of citations. <https://clarivate.com/highly-cited-researchers/>
- 2023: **Top 1% scientists** based on the **Stanford-Elsevier** study by Ioannidis, J.P.A. (2023), "Updated science-wide author databases of standardized citation indicators" Published: 4 October 2023 | Version 6 | DOI:10.17632/btchxktzyw.6.
- 2023: **Top scientist** in "Business and Management" worldwide based on Research.com.
- 2023: Elite Best Reviewer Award, "In recognition of dedication to research excellence in the Journal of Travel Research". Journal of Travel Research [CABS Rating: 4]. Publisher: Sage.
- 2023: The European Union Parliament in its report "General-purpose Artificial Intelligence" cited my coauthored article: Dwivedi, Y. K., Kshetri, N., ... Mariani, M., ... & Wright, R. (2023), "So what if ChatGPT wrote it?" Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. International Journal of Information Management, 71, 102642.
- 2022: **Top 1% scientists worldwide** based on the Stanford-Elsevier study by Ioannidis, J.P.A. (2022), "Data-update for "Updated science-wide author databases of standardized citation indicators". Published: 10 October 2022 | Version 4 | DOI:10.17632/btchxktzyw.4.
- 2022: Elsevier Certificate for Outstanding Contribution in Reviewing, 2021, 2022.
- 2019: Habilitation for the position of Full Professor in Management [ECON-07/A]. Awarded 11th September 2019. Italian Ministry of Education, University and Research (Rome, Italy).
- 2019: Certificate for Continuous Professional Development (CPD) PhD supervision in management and business research, Henley Business School, University of Reading, Reading, United Kingdom.
- 2019: Certificate in Data Science, University of Pisa, University Rome Sapienza, CNR, Sant'Anna Pisa, Scuola Normale Superiore Pisa, IMT Lucca.
- 2017: Certificate of CPD in Entrepreneurship Education, Babson, USA
- 2017: Senior Fellow, Higher Education Academy (HEA), UK.
- 2011: Charles H. Levine **Best Conference Paper - Academy of Management**, 2011 for the **single-authored article** "The Italian operatic sector after privatization and human resources management: a critical reflection".
- 2010: European Union Fellowship Triple I (Integration, Interaction and Institution), Grant Number: 182727EM120101FIERAMUNDUSEMA21) on the projects: "Trends, threats and opportunities for Russian inbound tourism into the European Union" and "Live Classical Music Organisations in Europe and Russia: an international comparison of funding trends, corporate governance and organisational structures", carried out at National Research University HSE, Moscow and Saint Petersburg, Russian Federation, 2011.
- 2008: Honourable Mention for the Imagination Lab Award for Innovative Scholarship 2008, European Academy of Management and Imagination Lab Foundation, EURAM Conference 2008.
- 2007-2009: IRI Foundation Research Grant for Managerial Studies, 2007/2008.
- 2006-2007: Post-doc Research Fellowship University of Bologna, 2006/2007.

- 2006: Cultural Policy Research Award (CPRA) 2006, European Cultural Foundation (Amsterdam) and Bank of Sweden Tercentenary Foundation (Stockholm).
- 2007: Grant for the attendance of the 2007 Summer School IRI in Management Studies, Volterra, Italy, 17-22 June 2007.
- 2006: Marco Polo Fellowship (ninth edition) for young post-doc researchers, funded by the University of Bologna for the research stay at the Sydney University of Technology, Sydney, Australia, April - June 2006.
- 2006: Included in the short list of meritorious applicants for IRI US Research Fellowships, A.Y. 2006/2007.
- 2005-2006: Endeavour Australia Postdoctoral Research Fellowship, financed by the Department of Education, Science and Training (DEST), Australian Government.
- 2005-2006: Marco Polo Fellowship (eight edition) for young post-doc researchers, financed by the University of Bologna for the research stay at the University of Technology Sydney, Australia, December 2005 - April 2006.
- 2005: Fellowship for the attendance of the 2005 Summer School IRI in Management Studies, Volterra, Italy, 19-24 June 2005.
- 2004-2006: Fellow for the Research Project on “Managerial Processes and practices for Cultural Organizations”, University of Bologna.
- 2004-2005: Included in the short list of meritorious applicants for IRI US Research Fellowships, A.Y. 2005/2006.
- 2004: Marco Polo Fellowship (fifth edition) for doctoral researcher, financed by the University of Bologna for the research stay at Carnegie Mellon University (CMU), Pittsburgh, USA, January-May 2004.
- 2002-2004: Fellow for the Research Project on “Managerial Processes and Management Accounting for Cultural Organizations”, University of Bologna.
- 2002-2003: Fellowship for the Research on the normative transformation of Italian Enti Lirici into foundations by private law.

RESEARCH FUNDING, GRANTS AND CONTRACTS - SELECTION

2023-2026

Relevant National Interest Project (PRIN) titled “CASCADE (Criticality Analysis for Supply Chain Availability and Dependency Evaluation)”. Funded by the Italian Ministry of Research (MUR). Role: Collaborator and co-applicant. Grant Nr: P20225P48L.

2022-2024

Research project titled “Online environmental discourse in the hospitality and tourism sector: evolution over time and across destinations (On-VIRONMENT)”. Role: PI and applicant. Funded by the European Union (NextGenerationEU).

2021-2023

Research project titled “Nudge My Tour”. Funded by the European Union. Role: Collaborator. Grant Agreement Number 2021-1-FR01- KA220-VET-000025093.

2020-2024

Research project titled “From marketing analytics to innovation analytics: the role of Big Data in supporting innovation decisions and the launch of new products and services”. Role: PI and applicant. Funded by the Emilia-Romagna Region, Italy.

2018

Research project titled “Big Data, online reviews and managerial/entrepreneurial response for product/service innovation and online reputation”. Role: PI and applicant. Funded by the University of Reading (UK). Grant Nr: UROP_2017_18.

2015-2016

Research project titled “Big Data and ICTs: Use and applications in the tourism industry”. Funded by the University of Bologna. Role: PI and applicant. Grant Nr: 21_5/11/2014_CAST.

2014-2017

Relevant National Interest Project (PRIN) titled “Collaboration and Combination: A Relational Analysis of Creativity in the Arts and Sciences”. Role: Collaborator and co-applicant. Funded by the Italian Ministry of University and Research (MIUR). Grant Nr: 20124AE52R.

2015

Project (RFO2013) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2013-2014

EU-LLP on “Corporate Social Responsibility in Service Management”. Co-funded by the Commission of the European Union within the framework of the LLP. Role: PI and applicant. Grant Nr: 2013-1-FI1-ERA10-12994.

2014

Project (RFO2013) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2011/12 – 2015/16

“CHTMBAL - Network for Post Graduate Masters in Cultural Heritage and Tourism Management in Balkan Countries”. Co-funded by the Commission of the European Union. Role: Collaborator. Grant Nr: 517471-TEMPUS-1-2011-1-IT-TEMPUS-JPCR (2011-2717/01-001).

2013

Co-investigator for the research report "Turismo Italia 2020. Leadership, Lavoro, Sud" [Tourism Italy 2020. Leadership, Work, South], the very first Strategic Plan for the development of tourism in Italy. Role: Collaborator. Commissioned by the Italian Ministry of Tourism.

Project (RFO2012) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2012

Research report “Analisi dei flussi turistici dalla Federazione Russa verso l’Emilia Romagna. Trend, prospettive e livello di customer satisfaction” [Analysis of inbound Russian tourism flows

into the Emilia Romagna Region. Trends and Customer Satisfaction], commissioned by ISCOM GROUP. Role: Co-I, and co-applicant. Funded by ERVET Osservatorio Regionale del Turismo – Emilia Romagna Region.

Project (RFO2011) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2011

Principal investigator for the research report “La promozione territoriale: analisi esplorativa comparativa di alcuni modelli europei di successo” [Destination marketing: a comparative exploratory analysis of European successful model], commissioned by BolognaCongressi as a feasibility study for setting up the local Destination Marketing Organization of Bologna: BolognaWelcome. Role: PI. Funded by Bologna Congressi and Bologna Chamber of Commerce.

Staff Teaching Mobility - Erasmus Mundus Action 2 – Triple I (Integration, Interaction and Institution). Projects: “Trends, threats and opportunities for Russian inbound tourism into the European Union” and “Live Classical Music Organisations in Europe and Russia: an international comparison of funding trends, corporate governance and organisational structures”. Funded by the European Union Commission. Role: PI and applicant. Grant Number: 182727EM120101FIERAMUNDUSEMA21.

Principal investigator for the research report “Analisi del comparto congressuale accademico della Federazione Russa: caratteristiche distintive, attributi e peculiarità” [A market analysis of the academic MICE sector in the Russian Federation: distinctive features and attributes]. Role: PI. Commissioned by the Convention Bureau della Riviera di Rimini.

Project (RFO2010) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2010

Principal investigator for the research report “Analisi del comparto congressuale accademico statunitense: caratteristiche distintive, attributi e peculiarità” [A market analysis of the academic MICE sector in the USA: distinctive features and attributes]. Role: PI. Commissioned by the Convention Bureau della Riviera di Rimini.

Project (RFO2009) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2009

Project (RFO2008) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2008-2009

IRI Foundation Fellowship for Management Studies on the project titled “Organizational fit in the Music Industry. Commercial and artistic performance of U.S., Australian and European Live Classical Music Organizations”, carried out at the Stern School of Business, New York University, New York, USA. Role: PI and applicant. Funded by the IRI Foundation.

2008

Project (RFO2007) in the area of strategic management, entrepreneurship and marketing. Funded by the University of Bologna. Role: PI and applicant.

2007

Strategic Project for the UNIBO titled "Birth and development of high-tech firms in Europe (STARTUP)", Department of Management, University of Bologna. Role: collaborator. Project leader: Prof. S. Torrissi.

2007-2008

Co-investigator for the research report "Le risorse per lo spettacolo. Ricerca esplorativa su trasparenza, accountability ed efficacia della spesa pubblica nello spettacolo" [Financial Resources for the Performing Arts and Movie making sectors. Accountability and effectiveness of the public expenditure for the performing arts and movie making sector]. Role: Collaborator. Commissioned by the Italian Ministry of Culture - Ministero per i Beni e le Attività Culturali (MiBAC).

2006-2007

Cultural Policy Research Award 2006 for the project "Live Classical Music Organisations in Europe: An international comparison of funding trends, governance mechanisms and organizational structures". Role: PI and applicant. Funded by the European Cultural Foundation (Amsterdam) and Bank of Sweden Tercentenary Foundation (Stockholm).

2005-2006

2005 Endeavour Australia Postdoctoral Research Fellowship, for the project "Production and Presentation in the Australian Opera Houses Industry". Role: PI and applicant. Funded by the Department of Education, Science and Training, Australian Government, Canberra.

2006

Marco Polo Fellowship for Post-Doc Researchers, University of Bologna (Ninth Edition). Role: PI and applicant.

2005

Marco Polo Fellowship for Post-Doc Researchers, University of Bologna (Eight Edition). Role: PI and applicant.

2004-2005

Research project "Business Models in Creative Industries". University of Bologna. Role: PI and applicant.

2004-2006

Research Grant on the project "Management processes and managerial practices for cultural and creative organizations" (July 2004 – June 2006). Funded by the University of Bologna and Italian Ministry of University and Research.

2004

Marco Polo Fellowship for Young Post-Doc Researchers, University of Bologna (Fifth Edition). Role: PI and applicant.

2002-2004

Research Grant on the project “Management processes and management accounting experiences for cultural and creative organizations” (July 2002 – June 2004). Funded by the University of Bologna and Italian Ministry of University and Research.

RESPONSIBILITIES FOR ORGANIZING CONFERENCES AND SEMINARS (SELECTION)

- 2025-2026: Founder and Coordinator of the Cycle of Seminars “Digital Transformation and AI in Management”, University of Bologna.
- 2024-2025: Coordination of the Research Seminar Series “AI for Management (AIM)”, Department of Management, University of Bologna.
- 2023-2025: Coordination of the Research Seminar Series “AI pills for Management Scholars”, Department of Management, University of Bologna.
- 2023: Track Chair “Artificial Intelligence” of the Artificial Intelligence & Robotics in Service Interactions (AIRSI) Conference 2023, Zaragoza (Spain), 16-17 May, 2023.
- 2022: Scientific Committee member of the international Conference on “Digital, Innovation, Entrepreneurship & Financing”, Lyon (France), June 30-July 1, 2022.
- 2022: Track Chair of the Artificial Intelligence & Robotics in Service Interactions (AIRSI) Conference 2022. Track title: “Artificial intelligence & Service Robots”, Zaragoza (online), Spain, July 12, 2022.
- 2021: Scientific Committee member of the Conference on “Digital, Innovation, Entrepreneurship & Financing”, Lyon (France), 20-22 December 2021.
- 2021: Track and SIG Chair for the track “Digital platforms for remote working”, of the international conference on “Digital, Innovation, Entrepreneurship & Financing”, Lyon (France), 20-22 December 2021.
- 2021: Track Chair at the Sinergie SIMA Management Conference. Track title: “Artificial intelligence, internet-of-things and blockchain and their impact on management”, online conference, June 9-11, 2021.
- 2020: Track Chair “Artificial Intelligence I” of the Artificial Intelligence & Robotics in Service Interactions (AIRSI) Conference 2020, Zaragoza (Spain), 3-4 September, 2020.
- 2020: Track Chair “Technology Adoption” of the Artificial Intelligence & Robotics in Service Interactions (AIRSI) Conference 2020, Zaragoza (Spain), 3-4 September, 2020.
- 2018-2022: Coordination of the Research Seminar Series, Henley Business School, University of Reading.
- 2014: Coordination together with Gianni Lorenzoni (Alma GS), Simone Ferriani (University of Bologna) and Gino Cattani (NYU-Stern) of the Medici Summer School in Management Studies 6th edition (co-sponsored by: Bologna Business School, University of Bologna; HEC School of Management, Paris; Stern School of Business, New York University) on the topic "Deviance and Deviants in Organizational Research", Florence (Italy), 1-6 June, 2014.
- 2013: Initiation, design, planning, coordination, and chairing of the RCEA Workshop on Internet Marketing and Tourism, Rimini (Italy), 20 September, 2013.
- 2012: Track chair and co-organizer for the World Leisure Congress 2012 (co-sponsored by the World Leisure Organization, Municipality of Rimini, Rimini Convention Bureau), Session: Performing Arts as a Driver of Tourism and Urban Regeneration: Issues, Trends and Cases, Rimini (Italy), 30 September – 3 October, 2012.

- 2012: Coordination together with Gianni Lorenzoni (Alma GS), Simone Ferriani (University of Bologna) e Gino Cattani (NYU-Stern) of the Medici Summer School in Management Studies 4th edition (co-sponsored by: Bologna Business School, University of Bologna; HEC School of Management, Paris; Stern School of Business, New York University) on the topic "Creativity, Status and Legitimation", Florence (Italy), 24-29 June, 2012. (Faculty: Mihaly Csikszentmihalyi, Joe Magee, , Stoyan Sgourev, Steven Blader, Gino Cattani, NYU, Simone Ferriani, Marcello M. Mariani).
- 2011: Coordination together with Gianni Lorenzoni (Alma GS), Simone Ferriani (University of Bologna) and Gino Cattani (NYU-Stern) of the Medici Summer School in Management Studies 3rd edition (co-sponsored by: Bologna Business School, University of Bologna; HEC School of Management, Paris; Stern School of Business, New York University) on the topic "Business Sustainability", Florence (Italy), 5-10 June 2011.
- 2011-2022: Initiation, design, planning, coordination, and chairing of the 10 Editions of the EIASM International Conference on Tourism Management, European Institute for Advanced Studies in Management (EIASM), Belgium.
- 2010: Coordination with Gianni Lorenzoni (Alma GS), Simone Ferriani (University of Bologna) and Gino Cattani (NYU-Stern) of the Medici Summer School in Management Studies 2nd edition (co-sponsored by: Alma Graduate School, University of Bologna; HEC School of Management, Paris; Stern School of Business, New York University) on the topic "Managing Rare Events and Learning from the Unexpected", Florence (Italy), 6-11 June 2010.
- 2009: Coordination together with Gianni Lorenzoni (Alma GS), Simone Ferriani (University of Bologna) and Gino Cattani (NYU-Stern) of the Medici Summer School in Management Studies 1st edition (co-sponsored by: Alma Graduate School, University of Bologna; HEC School of Management, Paris; Stern School of Business, New York University) on the topic "Categories and Identities in Industries and Markets", Florence (Italy), 6 -11 July 2009.

MEMBERSHIPS OF ACADEMIC BODIES (CURRENT AND PAST)

Academy of Management (AOM); British Academy of Management (BAM); European Marketing Academy (EMAC); European Academy of Management (EURAM); Higher Education Academy (HEA); European Institute for Advanced Studies in Management (EIASM); Strategic Management Society (SMS); Henley Center for Entrepreneurship (HCfE) - University of Reading, Reading, UK; Babson Collaborative, Babson College (USA); European Group of Organization Studies (EGOS); European Expert Network on Culture (EENC); Accademia Italiana di Economia Aziendale (AIDEA); Gestione e Innovazione delle Organizzazioni Culturali e Artistiche (GIOCA) Ricerche; Rimini Center for Economic Analysis (RCEA); Scuola Superiore di Scienze Turistiche (SSST), University of Bologna, Italy; Center for Advanced Studies in Tourism (CAST), University of Bologna, Italy; Academic Council of the Faculty of Management - University Higher School of Economics - Moscow and Saint Petersburg, Russian Federation; International Federation for IT and Travel & Tourism (IFITT); Institute of Electrical and Electronics Engineers (IEEE); Digital Innovation Management Pioneering Artificial intelligence and Change Technology (DIMPACT) Research Center, University of Bologna.

UNIVERSITY SERVICE, INSTITUTIONAL ACTIVITIES AND ROLES (CURRENT OR PAST)

During his service at the University of Reading (United Kingdom), Prof. Mariani has covered the following institutional roles and performed the following institutional activities (partial list):

- Research Division Lead (Director of Research Unit), Henley Business School.
- Member of the School Board for Research, Henley Business School.
- Member of the University Research Committee “Prosperity & Resilience”, University of Reading.
- Member of the Departmental Senior Leadership Team [SLT], Henley Business School.
- Member of the peer-reading/assessing group for the Research Excellence Framework (REF) 2021, Henley Business School.
- Leader and Coordinator of the Research Seminars Series in the areas of entrepreneurship, strategic management, innovation management, organization, Henley Business School.
- Departmental representative of the committee “Digital @ Henley”, Henley Business School.
- Senior Member of the Henley Center for Entrepreneurship, Henley Business School.
- Member of the Henley Business School HCFE Committee for the endorsement finalized to assign Tier 1 visas (Graduate Entrepreneurship) to non-EU students.
- Member of the evaluation committee of IdeaFest, the business idea competition of the University of Reading.
- Supervision of MBA Project (Management Challenge) & moderator of Management Challenge projects.
- Co-organizer of the PhD in Management Conference, Henley Business School.
- Supervision of PhD, DBA, MBA, master students, Henley Business School.
- Peer review of several colleagues’ teaching, Henley Business School.
- Examiner for the Confirmation of registration (CoR) of more than a dozen PhD students, Henley Business School.
- Examiner for the PhD Viva of several PhD students, Henley Business School.

During his service at the University of Bologna (Italy), Prof. Mariani has covered the following institutional roles and performed the following institutional activities (partial list):

- Academic and Scientific Director and co-founder of the Research Center “Digital Innovation Management Pioneering Artificial intelligence and Change Technology” (DIMPACT), University of Bologna.
- Member of the Working Group for the constitution of a Research Center on “Digital Transformation & Artificial Intelligence”.
- Departmental Delegate for the Dept of Management in the Board of the Inter-Departmental Research Center ALMA-AI, University of Bologna.
- Chair of several degree awarding committees (Presidente di Commissioni di Laurea Triennale e Laurea Magistrale).
- Founder and Coordinator of the research seminar series “Artificial Intelligence for Management (AIM) Research”, Department of Management.

- Founder and Coordinator of the research seminar series “Artificial Intelligence Pills for Management Scholars”, Department of Management.
- Member of the Committee of the PhD in Management (Componente del Collegio docenti del dottorato in management - PhD in Management), Department of Management. PhD in English language. Duration: 4 years.
- President of the evaluation committee for several research contracts (Assegni di Ricerca) on topics related to strategic management, marketing and innovation.
- Programme Director of the FT Programme “AI and finance”, Bologna Business School, University of Bologna [15 hours].
- Programme Director of the FT Programme “AI and marketing”, Bologna Business School, University of Bologna [15 hours].
- Scientific Director of the Executive Master in “Digital Marketing for Tourism and Event Management”, Bologna Business School, University of Bologna [60 credits, 300 hours].
- Member of the Scientific Committee of the Master in “Relazioni Internazionali d'impresa: Italia-Russia”, School of Economics, Management and Statistics, University of Bologna.
- Scientific Director of the Executive Master in “Business Tourism & Destination Management”, Bologna Business School, University of Bologna (dealing also with planning and coordination). [60 credits, 300 hours].
- Member of the evaluation committee of “Nuove Idee Nuove Imprese”, the business idea competition of the University of Bologna (Romagna campuses).
- Participation in Open Days ALMAORIENTA, University of Bologna.
- Member of examination boards of about 160 exams.

COMPUTER AND DATA SCIENCE SKILLS

- Certified software designer and computer programmer. Achieved June 2001.
- Programming Languages: Pascal, Visual Basic, VBscript, Java, ASP, R, Python.
- Advanced knowledge of Qualtrics, Tableau, Provalis Text Analysis & Mining, LIWC.
- Advanced knowledge of STATA, SPSS, SAS, JMP, NVivo.
- Professional practical knowledge of Facebook Ads, Google Ads, LinkedIn Ads, Google Analytics.

LANGUAGE COMPETENCE

Italian, mother tongue.

English, advanced. TOEFL Test Score: **280/300**, achieved on the 2nd of August 2004.

APPENDIX 1 - PUBLICATIONS (IN REVERSE CHRONOLOGICAL ORDER AND BY TYPE)

Bibliometric overview and data

	Number of indexed publications	Citations	H-index
Google Scholar	220	25.604	67
Scopus	128	13.490	53

Number publications in journals “Classe A” ANVUR (Italian academic ranking): 105

Number publications in journals rated 4* and 4 of CABS list: 11

Number publications in journals rated 3 of CABS list: 99

CABS= Chartered Association of Business Schools

I. Books (Authored and Edited):

1. Mariani, M.M., Czakon, W., Buhalis, D., Vitouladiti, O., 2016, *Tourism Management, Marketing, and Development: Performance, Strategies, and Sustainability*, New York: Palgrave.
2. Mariani, M.M., 2016, *Co-opetition in un contesto globale e digitale: teoria e pratica* [Co-opetition in a global and digital context: theory and practice], Rome: Aracne.
3. Mariani, M.M., Baggio, R., Buhalis, D., Longhi, C., 2014, *Tourism Management, Marketing and Development: the Importance of Networks and ICTs*, New York: Palgrave.
4. Baggio R., Czakon, W., Mariani, M.M., 2014, *Managing Tourism in a Changing World: Issues and Cases*, London: Routledge.
5. Mariani, M.M., 2009, *Live Classical Music Organisations in Europe: An international comparison of funding trends, governance mechanisms and organizational structures*, Amsterdam: European Cultural Foundation and Bank of Sweden Tercentenary Foundation.
6. Mariani, M.M., 2008, *Dietro le quinte dello spettacolo. Economia e management del teatro musicale* [Behind the scenes of the show. Economics and Management of Music Theatre], Milan: Franco Angeli.

II. Book chapters:

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IV. Conference papers, invited papers and keynote speeches:

Prof. Mariani has presented his research in more than 170 conferences in America, Europe, Asia and Oceania and has acted as a keynote speaker for high-level academic events.

V. Journal articles in refereed academic journals:

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VI. Journal articles in professional journals:

1. Laker, B., Ogbonnaya, C., Rofcanin, Y., Gorny, T., & Mariani, M. (2025). To change company culture, focus on systems—Not communication. *Harvard Business Review*. <https://hbr.org/2025/08/to-change-company-culture-focus-on-systems-not-communication>.
2. Soga, L., Laker, B., Bolade-Ogunfodun, Y., Mariani, M. (2021), “Embrace delegation as a skill to strengthen remote teams”, *MIT Sloan Management Review*.
3. Laker, B., Pereira, V., Malik, A., & Mariani, M. (2022). “First-time managers are burning out. Here’s how to manage”. *Harvard Business Review*, <https://hbr.org/2022/03/first-time-managers-are-burning-out-heres-how-to-manage>.

VII. Official and commissioned reports

1. 2013: Co-investigator for the research report "Turismo Italia 2020. Leadership, Lavoro, Sud" [Tourism Italy 2020. Leadership, Work, South], the very first Strategic Plan for the development of tourism in Italy, commissioned by the Italian Ministry of Tourism.
2. 2012: Co-investigator for the research report “Analisi dei flussi turistici dalla Federazione Russa verso l’Emilia Romagna. Trend, prospettive e livello di customer satisfaction” [Analysis of inbound Russian tourism flows into the Emilia Romagna Region. Trends and Customer Satisfaction], commissioned by ISCOM GROUP for ERVET Osservatorio Regionale del Turismo –Emilia Romagna Region.
3. 2011: Principal investigator for the research report “La promozione territoriale: analisi esplorativa comparativa di alcuni modelli europei di successo” [Destination marketing: a comparative exploratory analysis of European successful models], commissioned by Bologna Congressi.
4. 2011: Principal investigator for the research report “Analisi del comparto congressuale accademico della Federazione Russa: caratteristiche distintive, attributi e peculiarità” [A market analysis of the academic MICE sector in the Russian Federation: distinctive features and attributes], commissioned by the Convention Bureau della Riviera di Rimini.
5. 2010: Principal investigator for the research report “Analisi del comparto congressuale accademico statunitense: caratteristiche distintive, attributi e peculiarità” [A market analysis of the academic MICE sector in the USA: distinctive features and attributes], commissioned by the Convention Bureau della Riviera di Rimini.
6. 2009: Principal Investigator for the research report “Live Classical Music Organizations in Europe. an international comparison of funding trends, corporate governance and organizational structures”, commissioned by the *European Cultural Foundation* (Amsterdam) and *Bank of Sweden Tercentenary Foundation* (Stockholm).
7. 2007-2008: Co-investigator for the research report “Le risorse per lo spettacolo. Ricerca esplorativa su trasparenza, accountability ed efficacia della spesa pubblica nello spettacolo”

[Financial Resources for the Performing Arts and Movie making sectors. Accountability and effectiveness of the public expenditure for the performing arts and movie making sector], commissioned by the Italian Ministry of Culutre - Ministero per i Beni e le Attività Culturali (MiBAC).

PUBLICATIONS ABOUT THE AUTHOR

1. 2025: The Financial Times cited my coauthored research: Laker, B., Ogbonnaya, C., Rofcanin, Y., Gorny, T., & Mariani, M. (2025). To change company culture, focus on systems—Not communication. *Harvard Business Review*. <https://hbr.org/2025/08/to-change-company-culture-focus-on-systems-not-communication>. Coverage by the *Financial Times*: <https://www.ft.com/content/2aa03945-db13-4a09-9ad2-7d7e22ed37bc>
2. 2023: The *European Union Parliament* in its report “General-purpose Artificial Intelligence”(https://www.europarl.europa.eu/RegData/etudes/ATAG/2023/745708/EPRS_ATA(2023)745708_N.pdf) cited my coauthored article: Dwivedi, Y. K., Kshetri, N., ... Mariani, M., ... & Wright, R. (2023), “So what if ChatGPT wrote it?” Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. *International Journal of Information Management*, 71, 102642.
3. 2021: The Financial Times cited my coauthored research: Soga, L., Laker, B., Bolade-Ogunfodun, Y., Mariani, M. (2021), “Embrace delegation as a skill to strengthen remote teams”, *MIT Sloan Management Review*. Coverage by the *Financial Times*: https://www.ft.com/content/2d916e2b-5ef5-4270-b19d-0596c52655ff?accessToken=zwAAAX0JRszIk8tkW4rXvVCcNOxnQWWxSZV_w.MEUCICnG3hUOk9IxuAGYbG3gbCzfH_N_E0fuHumBDQIE-VVWAiEA7_5-l2p2QPYvKaLBnkUp9t6hlpEXETHiLRUqXIV43m4&sharetype=gift?token=685529c9-66da-4b3d-9706-8b8daf32cef7

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