

Francesco Badia

Associate Professor of Business Administration

Department of Economics "Marco Biagi"

University of Modena and Reggio Emilia

Email: francesco.badia@unimore.it

Profile

Francesco Badia is Associate Professor of Business Administration, Italian academic field ECON-06/A, formerly SECS-P/07, at the Department of Economics "Marco Biagi" of the University of Modena and Reggio Emilia. His activity combines academic research, university teaching, applied research projects, third mission, and institutional and professional appointments in public, cultural, corporate and audit-related contexts.

His research interests mainly concern management control systems, performance measurement, accountability, public governance, public value and participatory budgeting; sustainability reporting, integrated reporting, intellectual capital and non-financial disclosure; the management of museums, ecomuseums, UNESCO sites, cultural heritage, cultural and creative industries, and cultural and sustainable tourism; digitalization, big data, innovation in management control systems, tourism businesses, family business and generational transitions. His full CV lists 109 scientific publications and 121 conference, seminar or workshop presentations, communications or invited contributions at national and international level.

Alongside his university activity, he has held appointments in public institutions, cultural organizations and publicly owned companies. These include member of the Board of Directors of the National Museums of Ravenna, statutory auditor of Fondazione MEIS, auditor of the Municipality of Neviano degli Arduini and, in 2025, Director of MuseOmoRE, the Museum and Botanical Garden System of the University of Modena and Reggio Emilia.

Academic career

- Since 16 December 2023: Associate Professor at the University of Modena and Reggio Emilia.
- 2019-2023: Associate Professor at the University of Bari Aldo Moro.
- 2016-2019: Fixed-term researcher, type b, at the University of Bari Aldo Moro.
- 2010-2013: Fixed-term researcher at the University of Ferrara.
- 2005-2010: Postdoctoral research fellow at the University of Ferrara.
- 2005: PhD in Business Administration and Financial Intermediaries, University of Ferrara, with the highest evaluation in the program scale.
- 2001: Degree with honors in Economics of Public Administrations and International Institutions, University of Ferrara.

Scientific output and selected publications

His scientific output includes 109 publications listed in the full CV. The following list includes a selection of the most relevant publications, organized by type.

Monographs and edited volumes

1. Badia F. (2016), *Gestione e rendicontazione delle risorse intangibili fra dinamiche d'azienda e comunicazioni ai mercati finanziari*, Rirea.
2. Badia F. (2012), *Il sistema di controllo relazionale nelle reti di aziende pubbliche*, Giuffrè.
3. Badia F. (2012), *Sistemi di controllo integrati a carattere strategico e gestionale per le aziende di servizi pubblici locali*, Aracne.
4. Badia F. (2009), *Sistemi e strumenti di corporate governance nelle local utilities*, FrancoAngeli.
5. Badia F., Donato F. (2008), *La valorizzazione dei siti culturali e del paesaggio: una prospettiva economico-aziendale*, Olschki.
6. Badia F., Cestari G. (eds.) (2014), *Il legame fra coesione territoriale, sviluppo locale e performance d'impresa. Scritti ferraresi in ricordo del professor Antonio d'Atri*, FrancoAngeli.

Journal articles

1. Petruzzelli S., Badia F. (2024), The quality assessment of stakeholder engagement disclosure in the EU mandatory non-financial reporting framework, *Journal of Applied Accounting Research*, ANVUR Class A journal.
2. Badia F., Galeone G., Shini M. (2024), Sustainable strategies of industrial tourism in the agri-food business: an exploratory approach, *British Food Journal*, ANVUR Class A journal.
3. Badia F., Ricciardelli A., Ricciardi F. (2023), Lo smart working come opportunità di cambiamento e strumento di gestione della crisi nella PA: il caso del Comune di Bari, *Azienda Pubblica*, ANVUR Class A journal.
4. Badia F., Donato F. (2023), Management perspectives for ecomuseums effectiveness: a holistic approach to sociocultural development of local areas, *European Journal of Cultural Management and Policy*, Scopus-indexed publication.
5. Donelli C.C., Mozzoni I., Badia F., Fanelli S. (2022), Financing Sustainability in the Arts Sector: The Case of the Art Bonus Public Crowdfunding Campaign in Italy, *Sustainability*, Scopus-indexed publication.
6. Badia F., Donato F. (2022), Opportunities and risks in using big data to support management control systems: A multiple case study, *Management Control*, ANVUR Class A journal.
7. Sokka S., Badia F., Kangas A., Donato F. (2021), Governance of cultural heritage: towards participatory approaches, *European Journal of Cultural Management and Policy*, Web of Science-indexed publication.
8. Badia F., Galeone G., Ranaldo S. (2021), La crisi COVID-19 come crash-test per i sistemi di controllo aziendali: il caso di un'azienda di trasporto pubblico locale, *Management Control*, ANVUR Class A journal.
9. Badia F., Bracci E., Tallaki M. (2020), Quality and Diffusion of Social and Sustainability Reporting in Italian Public Utility Companies, *Sustainability*, Scopus-indexed publication.
10. Badia F., Dicuonzo G., Ranaldo S., Dell'Atti V. (2020), Management control and listing processes in SMEs: Evidence from the Apulian region, *Piccola Impresa / Small Business*.
11. Badia F., Dicuonzo G., Ranaldo S., Dell'Atti V. (2020), Il controllo di gestione nelle imprese familiari: un'analisi della letteratura, *Management Control*, ANVUR Class A journal.

12. Badia F., Dicuonzo G., Petruzzelli S., Dell'Atti V. (2019), Integrated reporting in action: mobilizing intellectual capital to improve management and governance practices, *Journal of Management and Governance*, ANVUR Class A journal, Scopus-indexed publication.
13. Badia F., Dicuonzo G., Petruzzelli S., Dell'Atti V. (2018), Evoluzione dell'informativa extra-contabile e del ruolo del reporting integrato nella prospettiva delle imprese, *Rivista Italiana di Ragioneria e di Economia Aziendale*, ANVUR Class A journal.
14. Badia F., Donato F. (2013), Performance Measurement at World Heritage Sites: Per Aspera ad Astra, *International Journal of Arts Management*, ANVUR Class A journal.
15. Badia F., Borin E. (2012), Opportunities and Critical Points for the Introduction of Performance Measurement Systems in Theatres, *Journal of Cultural Management and Policy*.
16. Badia F., Donato F. (2012), Il sistema di misurazione del Museo Nazionale della Scienza e della Tecnologia Leonardo da Vinci di Milano, *Management Control*.
17. Badia F. (2011), Contents and Aims of Management Plans for World Heritage Sites, *Journal of Cultural Management and Policy*.
18. Badia F., Gilli E. (2011), Il piano di gestione come strumento di misurazione e valutazione delle performance per i siti Unesco, *Azienda Pubblica*.
19. Badia F. (2010), Principi contabili, settore pubblico ed aziende culturali: una visione d'insieme, *Azienda Pubblica*, ANVUR Class A journal.
20. Badia F. (2007), La Public Governance come governo delle relazioni fra diversi soggetti istituzionali su un territorio, *Azienda Pubblica*, ANVUR Class A journal.
21. Badia F. (2006), Cambiamento e riflessi economico-aziendali nelle Local Utilities in Inghilterra, Spagna e Italia, *Management delle Utilities*.
22. Badia F., Beni O., Donato F. (2005), Le nuove prospettive strategiche, competitive e manageriali in tema di servizi pubblici locali a rilevanza economica, *Quaderni DEIT*.
23. Badia F. (2003), Metodi finanziari e reddituali: un'analisi comparata, *Rivista Italiana di Ragioneria e di Economia Aziendale*, ANVUR Class A journal.
24. Badia F., d'Atri A. (2002), Creazione del valore e misure di performance, *Impresa*.
25. Badia F., d'Atri A. (2001), La teoría de creación del valor: un encuadramiento histórico, *Costos y gestión*.

Book chapters and contributions in volumes

1. Badia F., Romanazzi P., Ranaldo S., Mozzoni I., Milone V. (2026), I musei e la sfida dell'innovazione digitale in tempo di pandemia e di new normal, in Lattanzi N., Marasca S. (eds.), *Digitalizzazione e tecnologie intelligenti per il governo delle aziende*, FrancoAngeli.
2. Mozzoni I., Donelli C.C., Badia F., Donato F. (2025), From government to governance. Engaging funding stakeholders through collaborative governance, in *The Routledge Companion to Governance in the Arts World*, Routledge, Scopus-indexed publication.
3. Badia F., Troisio A. (2025), Dinamiche di creazione del valore nei processi di passaggio generazionale del settore alberghiero, in *Performance aziendali e creazione di valore nel turismo*, FrancoAngeli.
4. Badia F., Sardone G. (2024), Il valore della sostenibilità nelle PMI nel settore dell'ospitalità: dalla teoria alla pratica, in *Equilibri sostenibili*, Vita e Pensiero.
5. Badia F. (2022), Participatory Budgeting in Italy: A Phoenix Rising from the Ashes, in *International Trends in Participatory Budgeting*, Palgrave Macmillan, Scopus-indexed publication.
6. Badia F., Dicuonzo G., Galeone G., Dell'Atti V. (2022), Evolutionary Trends of Intangibles Disclosure Within Non-financial Reporting, in *Non-financial Disclosure and Integrated Reporting*, Springer, Scopus-indexed publication.
7. Badia F. (2017), The Management Plan for the World Heritage Sites as a Tool of Performance Measurement and Sustainability Reporting, in *Aspects of Management Planning for Cultural World Heritage Sites*, Springer, Scopus-indexed publication.
8. Badia F., Marchi L. (2015), I sistemi informativi nelle aziende culturali, in *Governare e gestire le aziende culturali*, FrancoAngeli.
9. Badia F., Borin E., Donato F. (2014), Co-governing public value in local authorities, in *Public Value Management, Measurement and Reporting*, Emerald, Scopus-indexed publication.
10. Badia F. (2008), Introduzione al concetto di fair value per la valutazione delle passività nelle Pubbliche Amministrazioni, *Scuola Superiore della Pubblica Amministrazione*.
11. Badia F. (2004), Un sistema di controllo multidimensionale per le aziende di servizi pubblici locali, in *L'evoluzione del controllo di gestione*, FrancoAngeli.

Research projects and third mission

He has served as scientific coordinator, principal investigator or unit coordinator in 20 research projects or project applications, and has also participated in further national, local and international initiatives. These projects mainly concern local public services, economic and financial regulation, cultural organizations, museums, UNESCO sites, cultural tourism, sustainability and public value creation. Major examples include:

- CreaSus - Sustainable Business Models for Cultural and Creative Industries, an international project funded under the Creative Europe program, Call CREA-CULT-2023-COOP-2 European Cooperation Projects (Medium-scale). He served as coordinator of the University of Bari Aldo Moro unit; lead partner: Fundación Banco Santander, Spain; February 2023 - December 2023.
- Economic profiles and public value creation in local public service concession systems, funded by ATERSIR, June 2025 - June 2027.
- Study on governance and enhancement models for cultural heritage, civic museums and Operaestate Festival of the Municipality of Bassano del Grappa, funded by the Municipality of Bassano del Grappa, June 2025 - January 2026.
- Economic and cultural sustainability analysis applied to Rocca di Scandiano, funded by the Municipality of Scandiano, June 2020 - October 2022; previous project on the management and enhancement of Rocca dei Boiardo, June 2018 - June 2019.
- Revision of the Management Plan of the UNESCO site Early Christian Monuments of Ravenna, funded by the Municipality of Ravenna, July 2011 - July 2012.
- UNESCO projects on the site Ferrara, City of the Renaissance, and its Po Delta: technical and methodological support for the monitoring system of the management plan, February 2010 - April 2011, and development of methods and purposes of social accounting for UNESCO site management, February 2010 - June 2011.
- CNR Young Researchers projects on cultural identity as a factor of integration: development of integrated accounting and information systems for management control in local authorities and cultural organizations operating in UNESCO territories, with focus on Ferrara and Granada, November 2005 - November 2006; the UNESCO management plan as a managerial tool for cultural heritage management and enhancement, December 2007 - December 2008.

Teaching

At the University of Modena and Reggio Emilia he teaches Business Planning and Budgeting (CLEMI), Business Administration - second module (CLEF), and Extraordinary Business Operations (DCI). He has more than twenty years of university teaching, seminar teaching, teaching support, postgraduate teaching and executive education experience.

- Business Planning and Budgeting (CLEMI), University of Modena and Reggio Emilia: 3 academic years, 2023-24, 2024-25, 2025-26.
- Business Administration - second module (CLEF), University of Modena and Reggio Emilia: 2 academic years, 2024-25 and 2025-26.
- Extraordinary Business Operations (DCI), University of Modena and Reggio Emilia: 2 academic years, 2024-25 and 2025-26.
- Business Planning, taught in English, Master's degree in International Management, Department of Economics Marco Biagi: 1 academic year, 2023-24, 21 teaching hours.
- Economics of Tourism Businesses, University of Bari Aldo Moro: 7 academic years, from 2016-17 to 2022-23.
- Management of Tourism and Cultural Businesses and Events, University of Bari Aldo Moro: 7 academic years, from 2016-17 to 2022-23.
- Business Administration, University of Ferrara: 3 academic years, from 2016-17 to 2018-19; teaching support and examination committee activity in Business Administration for 8 academic years, from 2003-04 to 2010-11.
- Economics of Cultural Organizations, University of Ferrara: 4 years as course holder in a Master's degree program, 2 years in a Bachelor's degree program and 2 additional years as co-holder in the Master's degree program.
- Museology, Strategies and Planning for Cultural Tourism, Public Management and other undergraduate, graduate and postgraduate modules at the University of Ferrara.
- Director of the Short Master in Hospitality & Revenue Management of the University of Bari Aldo Moro, in collaboration with Borgo Egnazia, academic year 2021-22.
- Teaching in master programs, advanced training and professional education programs for the University of Bari, Ferrara, Palermo, the Department of Public Administration, SSPA and other institutions.

Thesis supervision, doctoral programs and international teaching

Since academic year 2005-06 he has participated in numerous graduation committees and supervised 144 degree theses overall as supervisor or co-supervisor: 31 at the University of Modena and Reggio Emilia, 80 at the University of Bari Aldo Moro and 33 at the University of Ferrara.

He is a member of the Doctoral Board of the PhD program in Labour, Development and Innovation at the University of Modena and Reggio Emilia. He has also served on the doctoral boards of the PhD in Economics and Management at the University of Bari Aldo Moro and of doctoral programs at the University of Ferrara.

He has carried out teaching activities at foreign universities and training institutions, including ASE - University of Economic Studies in Bucharest, the School of Management of the University of Ahmedabad and the Kerschensteiner Kolleg / Forschung Institut of Deutsches Museum, for a total of 22 teaching hours documented in the CV.

Conferences, international experience and editorial activity

He has recorded 121 conference, seminar and workshop presentations, communications or invited contributions at national and international level. He has carried out study and research periods abroad at institutions including Nottingham Business School, the University of Granada, the London School of Economics, UNESCO in Paris, the U.S. National Park Service, the University of Economic Studies in Bucharest, the University of Ahmedabad, Mission Val de Loire, Deutsches Museum and Bayerische Schlösserverwaltung in Munich; he has also studied the cultural supply system of Brussels and the role of EU institutions in supporting the cultural economy.

He serves on the scientific committee or editorial board of academic journals including Azienda Pubblica, Management Control, Accounting and Auditing with Applications and Journal of Heritage Management. He acts as reviewer for national and international journals, including Annals of Tourism Research, Public Administration Review, International Journal of Contemporary Hospitality Management, Journal of Management and Governance, Poetics, Competition & Change, Journal of Public Budgeting, Accounting & Financial Management, Azienda Pubblica, Management Control and International Journal of Arts Management.

Institutional and professional appointments, memberships

- Member of the Board of Directors of the National Museums of Ravenna since 19 March 2026.
- Statutory auditor of Fondazione MEIS - National Museum of Italian Judaism and the Shoah - since 5 February 2020.
- Auditor of the Municipality of Neviano degli Arduini since 16 December 2024.
- Director of MuseOmoRE, the Museum and Botanical Garden System of the University of Modena and Reggio Emilia, from 4 March to 31 December 2025.
- Former board member of TPF s.c.a.r.l. from 17 December 2015 to 7 May 2024.
- Former board member of TPER s.p.a. from 1 August 2015 to 12 July 2021.
- Former sole director of Holding Ferrara Servizi s.r.l. from 16 July 2014 to 31 July 2015.
- Registered with the Association of Chartered Accountants and Accounting Experts of Ferrara, the Register of Legal Auditors, the Register of Local Authority Auditors and the National Register of Independent Evaluation Bodies.
- Member of AIDEA, SIDREA, SISTUR, Udekom Balkans, Associazione Contare and ANCREL; member of SIDREA study groups on the relevance of business administration, sport policy, public value co-creation, equity and inclusion, and tourism organizations and networks.