

# Curriculum Vitae

## FRANCESCA BELLESIA

### General Information

Born in Correggio, Reggio Emilia, March 16<sup>th</sup>, 1990. Italian.

Contacts: Department of Engineering Sciences and Methods (DISMI),  
University of Modena e Reggio Emilia (UNIMORE),  
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Website: <https://personale.unimore.it/rubrica/dettaglio/fbellesia>

### Academic Positions

November 2024 – present: Assistant Professor at the Department of Engineering Sciences and Methods, University of Modena and Reggio Emilia, Italy.

November 2019 – October 2024: Post-doctoral Researcher at the Department of Engineering Sciences and Methods, University of Modena and Reggio Emilia, Italy.

October 2015 – September 2019: PhD Candidate at the Department of Management, University of Bologna, Italy.

### EDUCATION

April 2020: PhD in Management, Department of Management, University of Bologna, Italy (XXXI cycle). Thesis: “Individuals in the Workplatform: Exploring implications for Work Identity and Algorithmic Reputation Management”.  
<https://amsdottorato.unibo.it/9259/>

September 2018 – February 2019: Visiting scholar at the Center for Work, Technology and Organizations (WTO), Management Science and Engineering Department, Stanford University, CA, USA. Supervisor Prof. Pamela Hinds.

2012 – 2014: MSc in Management Engineering, Department of Engineering Sciences and Methods, University of Modena and Reggio Emilia, Italy. Final grade: 110/110 with Honors.

2009 – 2012: BSc in Management Engineering, Department of Engineering Sciences and Methods, University of Modena and Reggio Emilia, Italy. Final grade: 110/110 with Honors and Encomium.

### Summer Schools e Consortia

September 20-21, 2019: SEI Doctoral Consortium, KU Leuven, Leuven, Belgium.

August 9-13, 2019: 79<sup>th</sup> Academy of Management OB division Doctoral Consortium, Boston, USA.

June 11-15, 2018: Medici Summer School, Bologna, Italy.

August 4-9, 2017: 77<sup>th</sup> Academy of Management CTO (former OCIS) division Doctoral Consortium, Atlanta, USA.

September 12-16, 2016: PhD Summer School, Associazione italiana di Ingegneria Gestionale (AiIG), Bressanone, Italia.

## **RESEARCH**

My research activity generally focuses on how individuals and groups work in knowledge intensive contexts permeated by digital technologies. In particular, I study digital platforms as new working contexts and focus on the impact of algorithms on the work of 'gig workers'. Building on knowledge related to algorithmic functioning, I also research the impact of other technologies, such as blockchain and generative artificial intelligence. In terms of knowledge intensive contexts and complex and innovative work organizations, my research also includes scenarios of multiple team membership and inter-organizational partnerships. As for the research approach, most of my studies are empirical and qualitative. I have conducted studies based on observations, interviews, and archival data in various contexts. I am also currently studying quantitative methods and conducting a survey-based study driven by an interest in mixed-methods research.

### **National and International Research Groups**

2014 – present: Member of the Management Engineering research group at the Department of Engineering Sciences and Methods, University of Modena and Reggio Emilia, Italy.

The group focuses on new forms of work (distributed and global teams, crowdwork, smart work, multiple team membership) and the effects of these new forms of collaboration for individuals, teams, and organizations facing technological and social changes. Special attention is given to coordination and decision-making processes, team effectiveness, and individual well-being in knowledge-intensive contexts. Within the group, I typically serve as the principal investigator of projects concerning new digital platforms and the impact of algorithms on individual and team work.

The group also includes Prof. Fabiola Bertolotti, Prof. Paula Ungureanu, and Dr. Carlotta Cochis (Unimore).

2016 – present: Member of the research group at the Department of Engineering Sciences and Methods studying 'New forms of work and their effect on employees' well-being', with Fabiola Bertolotti (Unimore), Paula Ungureanu (Unimore), Massimo Pilati (Dipartimento di Economia Marco Biagi – Unimore), Elisa Mattarelli (San José State University), Carlotta Cochis (Unimore).

2019 – present: Co-PI in a research group studying the effects of multiple team membership on individuals and teams, with Valerio Incerti (SKEMA, Co-PI), Fabiola Bertolotti (Unimore), Elisa Mattarelli (San José State University).

2023 – present: Co-PI of a research group studying AI adoption in innovation processes, with Paola Bellis (PoliMI), Giulia Palombi (Università La Sapienza).

## **Funded International Research Project**

2022 – 2023: ‘Algorithmic work-life balance: How knowledge intensive gig-workers manage work-life boundaries on platforms’ funded by San José State University (USA), RSCA Seed Grant Program, with Elisa Mattarelli (PI) and Fabiola Bertolotti.

2022 – 2023: ‘Opportunity or Threat? How gig workers construct their work identity in online labor markets’ funded by San José State University (USA), ERFA Faculty Research and Creative Activity Award, with Elisa Mattarelli (PI) and Fabiola Bertolotti.

2017 – 2022: ‘Blending the Virtual & the Physical: Understanding and Designing Crowd-Based Open Innovation Systems for Physical Products’ funded by National Science Foundation (NSF) (USA), with Pamela Hinds (PI), Elisa Mattarelli and Eric Reynolds Brubaker.

## **Funded National Research Project**

October 2023 – September 2025: ‘AI<sup>2</sup>: Augmenting (the Human Side of) Innovation through Artificial Intelligence’ funded by the Italian Association of Management Engineering (AiIG), Bando “Misure di sostegno ai soci giovani AiIG”, with Paola Bellis (PI) and Giulia Palombi.

2014 – 2017: ‘Il trasferimento tecnologico per imprese operanti nei comparti industriali in crisi’ funded by Reggio Emilia Innovazione (REI), with Diego Maria Macri (PI), Paula Ungureanu, Fabiola Bertolotti, Elisa Mattarelli, Matteo Vignoli.

## **Honors and Awards**

2024: Winner of the Mariano Corso Best Practical Implications Award – Prize awarded to the article with the best practical implications presented at the Continuous Innovation Network (25th CINet conference 2024). The awarded article is: Palombi G., Bellesia F., Bellis P. (2024) “Understanding how AI is transforming the Front-End of Innovation”, 25th CINet Conference, Hamburg, Germany, September 15-17.

2024: ‘Showcase’ Symposium 'Beyond and Behind Platforms and Algorithms: Exploring the Lived Experiences of Gig Workers', 84<sup>th</sup> Annual Meeting of the Academy of Management, AOM 2024, August 9-13, Chicago, USA.

2023: Winner of the Francesco Galati Award – Italian Association of Management Engineering (AiIG). Prize awarded to research projects written by young members of the Italian Association of Management Engineering. The prize includes research funding and refers to the research project ‘AI<sup>2</sup>: Augmenting (the Human Side of) Innovation through Artificial Intelligence’.

2021: Finalist for the Grigor McClelland Doctoral Dissertation Award – Prize awarded by the Journal of Management Studies for the best doctoral thesis. I was among the three finalists in 2021.

2021: Finalist for the Future of Work Research Prize – Recognition awarded by the Center for Leadership at the University of Zurich to the best research projects in the field of the Future of Work. I was among the nine finalists in 2021.

2020: Winner of the Literati Award 2020 – Award for Excellence for the article 'Platforms as entrepreneurial incubators? How online labor markets shape work identity', by F. Bellesia, E. Mattarelli, F. Bertolotti, and M. Sobrero, which was selected as one of the three 'Highly

Recommended Papers' published in 2019 in the Journal of Managerial Psychology.

2018: Best Reviewer Award Nomination, International Conference on Information Systems (ICIS), San Francisco, CA, USA.

2015: Finalist for the "Marisa Bellisario" Award, 27<sup>th</sup> edition – Recognition awarded by the Marisa Bellisario Foundation to women who have distinguished themselves in work, business management, economics, research, or study. I was among the two finalists in the 'Neo Laureate' category for the Management Engineering course in 2015.

### **Scholarships**

2015 - 2019: Doctoral scholarship, PhD in Management, Department of Management, University of Bologna, Italy.

2018: 'Marco Polo' scholarship for visiting periods at international universities, Department of Management, University of Bologna, Italy.

AA 2012-2013, 2010-2011, 2009-2010: Scholarships awarded to excellent students, BSc and MSc in Management Engineering, University of Modena and Reggio Emilia, Italy.

AA 2013-2014, 2011-2012: Scholarships awarded to the best graduated students, BSc and MSc in Management Engineering, University of Modena and Reggio Emilia, Italy.

### **Participation in Journals and Conferences' Editorial Boards**

#### ***Ad Hoc Reviewer (Journals):***

Academy of Management Discoveries, Economic and Labour Relations Review, Human Resource Management Journal, Human Relations, Journal of Business Research, Journal of Business Venturing Insights, Journal of Management Studies, Journal of Organizational Behavior, Journal of Vocational Behavior, M@n@gement, Technovation, Technological Forecasting and Social Change, New Technology Work and Employment

***Ad Hoc Reviewer (Conferenze):*** Academy of Management (AOM) Annual Meeting, International Conference on Information Systems (ICIS), European Conference on Information Systems (ECIS), AiIG Annual Scientific Meeting (RSA AiIG).

### **Affiliation with Scientific Associations**

2021 – present: European Group for Organization Studies (EGOS).

2017 – present: Academy of Management (AOM).

2016 – present: Italian Association of Management Engineering (AiIG).

### **Organized Tracks at National and International Conferences**

2024: Track Theme 'Redesigning collaboration and innovation management through algorithms and AI', with Paola Bellis (PoliMI) and Giulia Palombi (Università La Sapienza), to be delivered

at the 35<sup>th</sup> AiIG Annual Scientific Meeting, Palermo, Italy, October 10-11. The track proposal was accepted on May 4<sup>th</sup>, 2024.

2024: Symposium 'Beyond and Behind Platforms and Algorithms: Exploring the Lived Experiences of Gig Workers', with Elisa Mattarelli (San José State University), to be delivered at the 84<sup>th</sup> Annual Meeting of the Academy of Management, AOM 2024, August 9-13. The symposium was accepted on March 29<sup>th</sup>, 2024 and has been awarded as a Showcase symposium.

## Conferences

Bellis P., Palombi G., Bellesia F. (2024) "The Role of AI in the Innovation Process: Exploring the Front-End of Innovation", 35th AiIG Annual Scientific Meeting, Palermo, Italy, October 10-11.

Palombi G., Bellesia F., Bellis P. (2024) "Understanding how AI is transforming the Front-End of Innovation", 25th CINet Conference, Hamburg, Germany, September 15-17.

Bellesia F., Mattarelli E., Bertolotti F. (2024) "Gig Workers and Well-being: How is Algorithmic Work related to Work-life Balance?", in Symposium 'Beyond and Behind Platforms and Algorithms: Exploring the Lived Experiences of Gig Workers' 84<sup>th</sup> Annual Meeting of the Academy of Management, August 9-13, Chicago, USA.

<https://journals.aom.org/doi/abs/10.5465/AMPROC.2024.14769symposium>

Bellesia F., Mattarelli E., Bertolotti F. (2024) "Rigid algorithms, flexible work. How gig workers construct flexibility on digital platforms", 40th EGOS Colloquium, Milan 4-6.

Bellesia F., Mattarelli E., Bertolotti F. (2023) "Algorithmic work-life balance: How algorithms influence gig workers perceptions of work-life boundaries on platforms", 34th AiIG Annual Scientific Meeting, Lecco, Italy, October 12-13.

Bellesia F., Mattarelli E., Bertolotti F. (2023) "Algorithmic work-life balance: How algorithms influence gig workers perceptions of work-life boundaries on platforms", 39th EGOS Colloquium, Cagliari, July 6-7.

Incerti V., Bellesia F., Bertolotti F., Mattarelli E. (2023) "Many teams, one better career? A study on the impact of MTM on individual career success", Crossing Bridges Workshop, SKEMA Business School, May 25-26.

Brubaker E., Bellesia F., Mattarelli E., Hinds P. (2022) "Managing the shared co-creative boundary: How co-design is sustained or diminished in an open innovation community", 33rd AiIG Annual Scientific Meeting, Roma, Italy, October 20-21.

Bellesia F., Mattarelli E., Bertolotti F. (2022) "Algorithmic work-life balance: How gig workers manage work-life boundaries on platforms", in "Digitally Enabling or Constraining: Unfolding the Paradox of Platform-mediated Work" Symposium, Academy of Management Annual Meeting, Seattle, August 5-9. <https://journals.aom.org/doi/10.5465/AMBPP.2022.13424symposium>

Incerti V., Bellesia F., Mattarelli E., Bertolotti F. (2022) "Many teams, one better career? A study on the impact of MTM on individual career trajectories", in "Employee Experiences Across Their Multiple Teams: New Theoretical Directions in MTM Research" Symposium, Academy of Management Annual Meeting, Seattle, August 5-9.

<https://journals.aom.org/doi/abs/10.5465/AMBPP.2022.15057symposium>

Bellesia F., Mattarelli E., Bertolotti F. (2021) “Reputation in the Workplatform: How Crowdworkers manage Algorithmic Scores in OLM”, 32nd AiIG Annual Scientific Meeting, Napoli, Italy, October 21-22.

Bellesia F., Mattarelli E., Bertolotti F., Sobrero, M. (2021) “Crowds, Gigs and Platforms. An Integrative Literature Review and Research Agenda on the Future of Online Work”, Academy of Management Annual Meeting, virtual meeting, July 30 – August 3.  
<https://journals.aom.org/doi/abs/10.5465/AMBPP.2021.12651abstract>

Bellesia F., Mattarelli E., Bertolotti F., Sobrero, M. (2021) “Gig workers on Platforms. An Integrative Literature Review and Research Agenda”, 37th EGOS Colloquium, virtual meeting, July 8-10.

Incerti V., Bellesia F., Bertolotti F., Chudoba K., Fadel K., Mattarelli E., Ungureanu P. (2020) “Working in the Era of Multiple Virtual Team Membership. A study on the effects of variety of communication Rules on individual management of knowledge resources”, ICIS 2020, Virtual Meeting, December 13-16.  
[https://aisel.aisnet.org/icis2020/is\\_workplace\\_fow/is\\_workplace\\_fow/2/](https://aisel.aisnet.org/icis2020/is_workplace_fow/is_workplace_fow/2/)

Bellesia F., Mattarelli E., Bertolotti F. (2020) “Managing Reputation in the Workplatform: How Freelancers interpret Algorithmic Scores in OLM”, Academy of Management Annual Meeting, Virtual Meeting, August 7-11. <https://doi.org/10.5465/AMBPP.2020.16777abstract>

Bellesia F., Incerti V., Bertolotti F., Chudoba K., Fadel K., Mattarelli E., Ungureanu P. (2019) “With the Help of Janus: Navigating Context Variety in the Age of Multiple Virtual Team Memberships”, AiIG Annual Scientific Meeting, Torino, Italy, October 17-18.

Incerti V., Bellesia F., Bertolotti F., Chudoba K., Fadel K., Mattarelli E., Ungureanu P. (2019) “Multiple Team Membership and Organizational Context Variety”, in “Multi-method and Multi-level perspectives on Multiple Team Membership” Symposium, Academy of Management Annual Meeting, Boston, US, August 9-13. <https://doi.org/10.5465/AMBPP.2019.12207symposium>

Bellesia F. (2018) “Navigating Identities in Online Labor Markets”, Big Data and Managing in a Digital Economy specialized AOM conference, University of Sussex, GB, April 18-20.  
<https://journals.aom.org/doi/abs/10.5465/amgbproc.surrey.2018.0172.abs>

Ungureanu P., Bellesia F., Bertolotti F., Mattarelli E. (2017) “An Investigation of the Interplay between Collaboration Practices and Identity Formation in a Science Park”, AiIG Annual Scientific Meeting, Bari, Italy, October 19-20.

Ungureanu P., Bellesia F., Bertolotti F., Mattarelli E. (2017) “Interrelating Collaboration Practices and Identity Formation in Interorganizational Partnerships”, Academy of Management Annual Meeting, Atlanta, US, August 4-9. <https://doi.org/10.5465/AMBPP.2017.16117abstract>

Ungureanu P., Bellesia F., Bertolotti F., Mattarelli E. (2017) “Great Expectations, Towering Promises, Empty Spaces. Hybrid Interorganizational Collaborations for the Realization of Science Parks”, Academy of Management Annual Meeting PDW, Atlanta, US, August 4-9.

Ungureanu P., Bellesia F., Bertolotti F., Mattarelli E. (2017) “Swift Identities for Small Wins? An Exploration of the Interplay between Collaboration Practices and Identity Formation in Interorganizational Innovation Partnerships”, Frontiers in MOC-TIM Conference, Zurich, Switzerland, June 29-30.

Ungureanu P., Bertolotti F., Bellesia F., Macri D.M., Mattarelli E. (2016) “Institutional frames and Collaboration Expectations in Hybrid Interorganizational Partnerships”, Academy of Management Annual Meeting, Anaheim, US, August 5-9. <https://doi.org/10.5465/ambpp.2016.15769abstract>

Ungureanu P., Bellesia F., Bertolotti F., Mattarelli E., Macri D.M. (2016) “The road from being to doing is paved with desire/”What we are is what it is; what it is, is what we do”. An exploration of the interplay between collaboration practices, boundary object use and identity formation in interorganizational partnerships”, EGOS Colloquium, Naples, Italy, July 7-9.

Ungureanu P., Bertolotti F., Bellesia F., Macri D.M., Mattarelli E. (2016) “Great Expectations, Towering Promises, Empty Spaces. Hybrid Interorganizational Collaborations for the Realization of Science Parks”, invited to Paper Development and Publication Workshop organized by Academy of Management Discoveries Journal Editorial Board, Barcelona, Spain.

Ungureanu P., Bellesia F., Bertolotti F., Mattarelli E. (2015) “The Role of Expectations in Hybrid Inter-organizational Collaboration: Opportunity, Necessity and Materiality of Science Parks”, Workshop on Economics and Management of Public-Private Partnerships “Will PPPs Improve Our Future?”, Venice, Italy, September 13-15.

Ungureanu P., Bellesia F., Bertolotti F., Mattarelli E., Macri D.M., Vignoli M. (2015) “Science Parks as boundary spaces for interorganizational collaboration. The role of space imagery in emplacement processes”, EGOS Colloquium, Athens, Greece, July 2-4.

## Working Papers

Bellesia F., Mattarelli E., Bertolotti F., “Rigid algorithms, flexible work. How gig workers construct flexibility on digital platforms” - target journal: *Journal of Vocational Behavior*

Bellesia F., Mattarelli E., Bertolotti F., “Algorithms-life balance: How knowledge intensive gig-workers manage work-life boundaries on platforms” – target journal: *MIS Quarterly*

## Publications

### Peer Reviewed Journal Articles

- [1] Ungureanu P., Bellesia F., Cochis C. (2025) “Dealing with Failure in Digital Innovation Ecosystems: *The DAO* Experiment in the Ethereum Blockchain Ecosystem”, *Technological Forecasting and Social Change*, 215, published online first. <https://doi.org/10.1016/j.techfore.2025.124096>
- [2] Incerti V., Fadel K., Mattarelli E., Bertolotti F., Bellesia F., Ungureanu P., Chudoba K. “On knowledge sharing when navigating multiple diverse virtual teams”, *M@n@gement*, forthcoming
- [3] Bellesia F., Mattarelli E., Bertolotti F., Sobrero M. (2024) “Algorithmic Embeddedness and the Gig Characteristics Model. Examining the Interplay between Work Design and Technology in Crowdwork”, *Journal of Management Studies*, published online first. <https://doi.org/10.1111/joms.13130>
- [4] Bellesia F., Mattarelli E., Bertolotti F. (2023) “Algorithms and their Affordances. How Crowdworkers manage Algorithmic Scores in Online Labor Markets”, *Journal of Management Studies*, 60(1): 1-37. <https://doi.org/10.1111/joms.12870>

- [5] Bellesia F. (2023) “Resilience in Times of a Pandemic. A Study of Upwork and Uber Workers”, *Journal of Personnel Psychology*, published online first. <https://doi.org/10.1027/1866-5888/a000345>
- [6] Ungureanu P., Bertolotti F., Mattarelli E., Bellesia F. (2020) “Collaboration and identity formation in strategic interorganizational partnerships: An exploration of swift identity processes”, *Strategic Organization*, 18(1): 171-211. <https://doi.org/10.1177/1476127019840148>
- [7] Bellesia F., Mattarelli E., Bertolotti F., Sobrero M. (2019) “Platforms as Entrepreneurial Incubators? How Online Labor Markets shape Work Identity”, *Journal of Managerial Psychology*, 34(4): 246-268. <https://doi.org/10.1108/JMP-06-2018-0269>
- [8] Ungureanu P., Bertolotti F., Mattarelli E., Bellesia F. (2019) “Making matters worse by trying to make them better? Exploring vicious circles of decision in hybrid partnerships”, *Organization Studies*, 40(9): 1331-1359. <https://doi.org/10.1177/0170840618765575>

### International Proceedings

- [9] Incerti, V., Bellesia, F., Bertolotti, F., Chudoba, K., Fadel, K., Mattarelli, E., Ungureanu, P. (2021). Working in the era of multiple virtual team membership. A study on the effects of variety of communication rules on individual management of knowledge resources. *In Proceedings of the International Conference on Information Systems-Making Digital Inclusive: Blending the Local and the Global, ICIS 2020*. Association for Information Systems. ISBN: 978-1-7336325-5-3. [https://aisel.aisnet.org/icis2020/is\\_workplace\\_fow/is\\_workplace\\_fow/2/](https://aisel.aisnet.org/icis2020/is_workplace_fow/is_workplace_fow/2/)

### Papers Under Review (June 17<sup>th</sup>, 2025)

Brubaker E., Bellesia F., Mattarelli E., Hinds P. “Co-design at the boundary: Understanding the dynamics of open innovation” – 3<sup>rd</sup> round Revise and Resubmit at *Journal of Product Innovation Management* (to be revised by June, 2025)

Incerti V., Bellesia F., Mattarelli E., Bertolotti F., “Many teams, one better career? A study on the impact of MTM on individual career trajectories” – 1<sup>st</sup> round Revise and Resubmit at *Journal of Organizational Behavior* (to be revised by July, 2025)

Bellesia F., Bellis, P., Palombi G., “Algorithms in the fuss. How Generative Artificial Intelligence is transforming the ‘fuzzy’ front-end of innovation” – 1<sup>st</sup> round Revise and Resubmit at *Creativity and Innovation Management* (submitted on May, 2025)

### UNIVERSITY SERVICE

2016 – 2017: Expert member of Management Engineering – State Commission, Authorization to practice as an Engineer, University of Bologna.

## TEACHING

### Undergraduate and master's degree courses

2020 – present: Instructor of ‘Fondamenti di Economia Aziendale LZ’ (6 CFU, SSD ING-IND/35) – Financial and Business Accounting, BSc in Management Engineering University of Modena and Reggio Emilia, Italy.

**Teaching quality:** 9/10. This value is measured as a weighted average (based on the number of voting students) over the four years of the personal teaching evaluation questionnaire index.

2017 – 2018: Teaching Assistant of Economia e Organizzazione Aziendale T-1 (9 CFU, SSD ING-IND/35, prof. Federico Munari), BSc in Management Engineering, Architecture and Engineering School, University of Bologna.

2016 – 2018: Teaching Assistant of Economia e Organizzazione Aziendale T-1 (9 CFU, SSD ING-IND/35, proff. Matteo Mura and Maurizio Sobrero), BSc in Management Engineering, Architecture and Engineering School, University of Bologna.

2015 – 2017: Teaching Assistant of Fondamenti di Economia Aziendale e dell’Innovazione (6 CFU, SSD ING-IND/35, prof. Rosa Grimaldi), BSc in Energy Engineering, Architecture and Engineering School, University of Bologna.

### Supervision of bachelor's theses

2015 – present: Supervisor of 20 BSc and 1 MSc theses at the Department of Engineering Sciences and Methods, University of Modena and Reggio Emilia, Italy.

### Invited Seminars

2020 - 2024: “Crowdsourcing and Work in the Gig Economy”, BSc in Management Engineering, University of Modena and Reggio Emilia, Italy.

March 2018: Seminar “Industry 4.0”, ‘Un pozzo di scienza’ project, sponsored by HERA Group, Bologna, Italy.

### National and International Executive Masters

2015-2017: Teaching Assistant of Technology and Innovation Management (prof. Maurizio Sobrero), Executive Master in Technology and Innovation Management (EMTIM), Bologna Business School, Bologna, Italy.

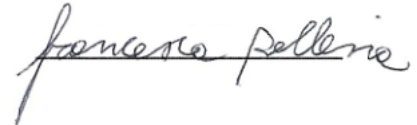
## OTHER PROFESSIONAL EXPERIENCES

November 2015 – June 2018: Lecturer in Innovation, ‘Expeditions’ project, Fondazione MAST, Bologna, Italy.

June 2015: Abilitazione alla professione di Ingegnere, Ingegneria Industriale Sez. A.

February 2015 – September 2015: Business Analyst, Epoca S.r.l., Bologna (Business Models Re-Design, Business Processes Analysis, Design Thinking and Service Design Techniques).

Reggio Emilia, 17/06/2025

A handwritten signature in cursive script, reading "francesco pelleria". The signature is written in black ink on a white background.