PERSONAL INFORMATION Carlotta Cochis

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Gender Female| Birth date 29/09/1986 | Italian Nationality

ACADEMIC POSITIONS AND WORK EXPERIENCE

16/02/2024 – 15/02/2026 Research Fellow

Holder of a research contract – Research grant announced with D.D.G. del 17.12.2023 prot.nr. 304053 rep.nr. 721/2023 - at the Department of Science and Methods for Engineering (DISMI), University of Modena and Reggio Emilia.

As a Research Associate within the EXCEED project, funded by the European Commission's Erasmus+ program, contributed to upskilling and reskilling strategies targeting vulnerable groups, supporting policy development in lifelong learning and vocational education in collaboration with international stakeholders. I am engaged in a pioneering initiative aimed at enhancing green and digital production across Europe.My role involves a multifaceted approach towards promoting sustainability and innovation in advanced manufacturing sectors through the implementation of upskilling and reskilling strategies.
Key responsibilities and achievements include:

- **Strategic Development**: Spearheading the formulation and execution of research methodologies tailored to assess the social impact of green and digital transitions in the manufacturing sector. This includes devising and applying innovative frameworks to evaluate the efficacy of upskilling and reskilling initiatives.
- **Collaborative Research**: Leading cross-disciplinary research teams across five European countries, fostering a collaborative environment to drive the project's objectives. My efforts are pivotal in synthesizing diverse expertise to ensure the project's alignment with the European Qualifications Framework (EQF) levels 4 and 5, focusing on adult education and vocational training enhancement.
- **Policy Impact**: Contributing to the development of policy recommendations aimed at enhancing the EU's competitive edge in sustainable and digital manufacturing. My work involves engaging with policymakers to translate research findings into actionable strategies that promote talent management and educational innovation.
- **Outreach and Dissemination:** Orchestrating comprehensive communication strategies to disseminate research outcomes and best practices to a broad audience, including stakeholders in academia, industry, and policy-making spheres. My role is instrumental in maximizing the project's impact and ensuring the widespread adoption of its findings.

- **Professional Development**: Actively participating in and contributing to international conferences and workshops, enhancing my professional growth, and establishing a robust network of collaborators and industry partners. My ongoing commitment to professional development is evidenced by several peer-reviewed publications and presentations at leading forums in the field of management and sustainability.

11/09/2023 – 22/12/2023 Adjunct Professor of FUNDAMENTALS OF BUSINESS ECONOMICS AK
University of Modena and Reggio Emilia

Modena office: Via Università 4, 41121 Modena.

Reggio Emilia office: Viale A. Allegri 9, 42121 Reggio Emilia.

▪ Adjunct Professor of "FUNDAMENTALS OF BUSINESS ECONOMICS AK – part 1" at the course of management engineering (D.M.270/04) - Department of Engineering Sciences and Methods, (UNIMORE)

Company sector: Public Education (MUR)

16/09/2022 – 15/02/2023 Research Associate

Holder of a research contract – Research grant announced with D.D.G. of 28.7.2022 prot. nr. 198115 - rep. nr. 1170/2022 - at the Department of Science and Methods for Engineering (DISMI), University of Modena and Reggio Emilia.

- Research title: Simulating Decision-making Processes in organizations: Digital Twins supporting decision-making and innovation processes.

As part of a research project focused on **Digital Twins** and their role in enhancing **decision-making processes** in organizations, analyzed organizational data to support decision-making processes, contributing to policy recommendations for skills development in alignment with emerging technologies and labour market demands. My work contributed to the development of innovative solutions aimed at improving business operations and fostering collaboration across organizational units. Key responsibilities included:

- **Business Innovation through Data Exploration**: Led the exploration and analysis of business data to identify innovative solutions for software development within the project. This involved working closely with cross-functional teams, ensuring the integration of insights into the digital twin models to simulate decision-making processes more effectively.
- **Organizational Structure Analysis**: Conducted an in-depth review of literature on traditional and emerging organizational forms, focusing on how different structures influence innovation and decision-making. This research directly supported the comparison between traditional and digital twin-enabled new product development approaches.
- **Data-Driven Decision Support**: Engaged in extensive data analysis to model the operations of various organizational units, including R&D, production, and sales. By applying digital twin technology, I helped simulate real-time decision-making processes that accounted for ESG (Environmental, Social, and Governance) factors, fostering a more integrated and sustainable approach to product development.

- **Overcoming Technology Adoption Barriers**: Analyzed key challenges related to the adoption and implementation of new technologies in organizational settings. My research provided actionable insights to overcome resistance to change and optimize the use of digital tools for innovation and operational efficiency.

Company sector: Public Education (MUR)

18/10/2022 Lecturer - Master in Digital Experience 4.0 & Innovation Management

CIS School of Business Management, Reggio Emilia

Course: Innovation Management (8 hours)
Location: Via Aristotele 109, 42122 Reggio Emilia, Italy

Delivered a lecture on **Innovation Management**, covering key frameworks and strategies for fostering innovation in businesses. The course focused on practical approaches for managing innovation processes and driving technological advancements within organizations.

Company sector: Private Education

28/02/2022 – 17/06/22 Adjunct Professor of Principles of Business Administration and Organization of Innovation
University of Modena and Reggio Emilia

Modena office: Via Università 4, 41121 Modena.

Reggio Emilia office: Viale A. Allegri 9, 42121 Reggio Emilia.

▪ Adjunct Professor of "Principles of Business Administration and Organization of Innovation" at the mechatronic engineering course (D.M.270/04) - Department of Engineering Sciences and Methods, (UNIMORE)

Company sector: Public Education (MUR)

01/11/2018 – 31/01/2022 Ph.D. student in Industrial Innovation Engineering
University of Modena and Reggio Emilia

Modena office: Via Università 4, 41121 Modena.

Reggio Emilia office: Viale A. Allegri 9, 42121 Reggio Emilia.

- Ph.D. course in **Industrial Engineering of Innovation** at the Department of Engineering Sciences and Methods (DISMI), University of Modena and Reggio Emilia.

Company sector: Public Education (MUR)

29/07/2021 Lecturer - Master in Digital Experience 4.0 & Innovation Management

CIS School of Business Management, Reggio Emilia

Course: Innovation Management (8 hours)
Location: Via Aristotele 109, 42122 Reggio Emilia, Italy

Led an intensive session on **Innovation Management**, providing students with the tools to implement innovative practices in business settings. The

course emphasized both product and process innovation as key drivers of competitiveness.

Company sector: Private Education

28/07/2021 Lecturer - Master in Digital Experience 4.0 & Innovation Management

CIS School of Business Management, Reggio Emilia

Course: Circular Economy and Sustainability in Enterprises (8 hours)
Location: Via Aristotele 109, 42122 Reggio Emilia, Italy

Taught a course on **Circular Economy and Sustainability in Enterprises**, focusing on sustainable business models and how organizations can transition towards more environmentally responsible practices. The session included case studies and best practices for embedding sustainability into corporate strategies.

Company sector: Private Education

21/01/2021 – 11/02/2021 Teacher

EUROSOFIA Italian institution of European professional training and research accredited by MIUR

Via del Celso, 49 Palermo (Italy).

- **Teacher training course for secondary school teachers.** Title of the course "Integrated Digital Teaching (DDI): methodologies and tools" – 18 hours.

Company sector: Training

14/09/2021 – 22/12/2021 Teaching assistant

09/12/2020 – 20/12/2020

University of Modena and Reggio Emilia

Modena office: Via Università 4, 41121 Modena.

Reggio Emilia office: Viale A. Allegri 9, 42121 Reggio Emilia.

- Course of Fundamentals of Business Administration at the Department of Engineering Sciences and Methods (DISMI), UNIMORE. Teaching short and long-term decisions.

Company sector: Public Education (MIUR)

01/01/2018 – 31/10/2018 Research Associate

Research assistant - Research grant - junior typology - Call of 13.11.2017 - prot. nr. 172950 - rep. nr. 853/2017 - at the Department of Sciences and Methods for Engineering (DISMI), University of Modena and Reggio Emilia.

- Data collection, data analysis, and research assistant in the interdisciplinary project: “How does the interplay between Face-to-face and ‘online’ interactions influence the creative and innovation outcomes of individuals, groups, and organizations that participate in collaborative spaces?”

- Data analysis in the research project: “How Formal and Emergent Organizational Configurations Impact Creativity and Work-Life Balance”

Company sector: Public Education (MIUR)

01/09/2014 – 31/08/2015 EU Traineeship

EFSA (European Food Safety Authority)

via Carlo Magno 1 / A, Parma.

www.efsa.europa.eu

Innovation IT unit Traineeship - Developed and tested algorithms to optimize recruitment processes, contributing to the recognition and validation of expert qualifications through automated systems, enhancing labour market services.

During my traineeship at EFSA, I contributed to various innovation-driven projects with a focus on improving processes through advanced technologies. My main activities included:

- **Data-driven decision making**: Conducted research and implemented decision support systems using machine learning algorithms to optimize expert recruitment processes. This involved automating the selection of experts by analyzing and classifying declarations of interest (DOIs) to streamline recruitment workflows.
- **Expert recruitment optimization**: Designed and tested algorithms in R programming language to classify expert declarations efficiently, reducing manual efforts and enhancing accuracy in the selection process.
- **Regulatory innovation**: Engaged in the development of technology roadmaps for IT-based innovations within EFSA, supporting the implementation of new tools and methodologies that enhanced the agency's ability to respond to regulatory challenges.
- **Smart agriculture research**: Participated in a project on "smart agriculture", exploring methods for the automated collection of agricultural data from sensors in the field, ensuring better data quality and faster integration into EFSA's databases for risk assessment.

Company sector: EFSA is an agency of the European Union

06/11/2012 – 22/01/2013 Training traineeship (paid)

L'Oréal Saipo Industriale S.p.A.

Settimo Torinese, Italy

- Creation and management of a new internal plant database containing information on transport notes to support logistics (acquisition of basic knowledge of SAP management software).

Company sector: cosmetic industry.

20/05/2013 – 31/07/2013
01/10/2014 – 31/01/2015

Consultancy

Amarena Company S.r.l.

Viale B. Buozzi 58/A Rome, Italy.

- Marketing research on customer-specific risks
- Organizer of events that meet the needs of customers.
- Provide advice for activities to customers.

Company sector: Public relations

EDUCATION AND TRAINING

16/05/2022

Ph.D. in Industrial Innovation Engineering
cum laude

XXXIV cycle - **University of Modena and Reggio Emilia, Reggio Emilia**.

Thesis title: “Future of work: new ways of working to foster creativity and innovation” (in inglese)

17/10/2017

Master's Degree in Management Engineering
University of Modena and Reggio Emilia, Reggio Emilia

Thesis title: Co-creation innovation networks: feedback e virtual relationships in a crowdsourcing platform (in inglese)
with final rating: 108/110

11/12/2016

Reasoning, Data Analysis, and Writing Specialization
Piattaforma Coursera università Duke University (online) USA
Certificate number (license): KD9Z3WQLUQ27

02/12/2015

Data Science Specialization
Platform Coursera Johns Hopkins University (online) USA
Certificate number (license): 3CC9PY4ZLF6G

25/08/2015

Specialization of project management principles and practices
University of California, Piattaforma Coursera (online) USA
Certificate number (license): KNZ6ECUEH57V

21/03/2014

Bachelor's degree in Management Engineering
Polytechnic University of Turin, Turin

Thesis title: COMPARATIVE ANALYSIS OF DYNAMIC EMPLOYMENT BY AGE AND GENDER GROUPS, REFERENCE TO THE PERIOD 2004-2012 IN PIEDMONT, ITALY AND EUROPE (in Italian).

PROFESSIONAL QUALIFICATIONS

23/02/2018 Qualification to the profession of information engineer, section A of the register of engineers in Italy.

PUBLICATIONS

1) Mattarelli, E., Cochis, C., Bertolotti, F., & Ungureanu, P. (2024). How designed work environment and enacted work interactions impact creativity and work–life balance. *European Journal of Innovation Management*, *27*(2), 648-672. DOI: 10.1108/EJIM-01-2022-0028

2) Leone, L., Cochis, C., Scapolan, A.C. & Montanari, F., (2021). Searching for creativity in innovative working contexts. The role of embeddedness in collaborative spaces. *Impresa Progetto - Electronic Journal of Management, n. 3.* DOI: 10.15167/1824-3576/IPEJM2021.3.1431

3) Ungureanu, P., Cochis, C., Bertolotti, F., Mattarelli, E., & Scapolan, A. C. (2021). Multiplex boundary work in innovation projects: the role of collaborative spaces for cross-functional and open innovation. *European Journal of Innovation Management*. DOI: 10.1108/EJIM-11-2019-0338

4) Ungureanu, P., Cochis, C., Bertolotti, F., & Scapolan, A. C. (2020). Explaining path dependence in boundary work for internal and external innovation: The role of corporate collaborative spaces. *In Collaborative Spaces at Work (pp. 217-237)*. Routledge. ISBN: 978-0367350451

5) Cochis, C., Mattarelli, E., Bertolotti, F., Scapolan, A. C., Montanari, F., & Ungureanu, P. (2021). How Perceptions of Work-Life Balance and Technology Use Impact upon Creativity in Collaborative Spaces. In *Digital Transformation and Human Behavior* (pp. 217-234). Springer, Cham. ISBN: 978-3-030-47539-0

6) Ungureanu, P., Cochis, C., Rodighiero, S., Bertolotti, F., Mattarelli, E., Montanari, F., ... & Scapolan, A. C. (2018). Innovating onsite or coordinating online? An exploration of how knowledge practices shape the onsite and online collaboration interplay across the lifecycle of collaborative communities. *CERN IdeaSquare Journal of Experimental Innovation,* 2, 22-29. doi: 10.23726/cij.2018.750

7) Ungureanu, P., Bellesia, F., Bertolotti, F., Mattarelli, E., & Cochis, C. (2018). The journey of great expectations: A study on how institutional expectations impact collaboration expectations and collaboration enactment in hybrid interorganizational partnerships. In Euram 2018 Research in Action. ISBN: 978-2960219500

PUBLICATIONS UNDER REVIEW AND IN PROGRESS

1) "Wrongdoing in Times of Emergency. Evidence of Collective Frame Attenuation from Italy's Retirement Homes Scandal during COVID-19" with Ungureanu P., - submitted Journal of Management Studies
2) "The Dynamic Response of Coworking Communities: Unpacking Resilience in Times of Disruption" with Ungureanu P. and Bertolotti F., R&R: Management Decision
3) "Innovation in globally distributed teams: The role of brokers" with Mattarelli, E., Eisenberg, J., and Gupta, A. – R&R: Journal of Management Studies
4) "Dealing with Failure in Digital Innovation Ecosystems: The DAO Experiment in the Ethereum Blockchain Ecosystem" with Ungureanu P., and Bellesia F., - Technological Forecasting and Social Change, under review
5) "'How Blockchain Will Change the World'. Making Public Sense of Emerging Technologies through Institutional Logic Hybridization" with Ungureanu P., - Business and Society, under review

PRESENTATIONS, CONFERENCES and WORKSHOPS

10/10/2024 – 11/10/2024 XXXV Annual Scientific Meeting of the Italian Association of Management
Presenter – Presented paper: *"Making Sense of Blockchain: Exploring Institutional Logics in Emerging Technologies"* with Ungureanu P.

04/07/2024 – 06/07/2024 40th EGOS Colloquium, hosted by Università Milano-Bicocca Milano
Presenter – Presented paper: *"How Blockchain will change the world. Media's sensemaking of blockchain's social impact through institutional logic hybridization"*
Presented in sub-theme 44.

13/10/2023 – 14/10/2023 XX Conference of the Italian Chapter of AIS – Torino
Presenter – Presented paper: *"Blockchain for good and the making of hype. How digital ventures and the media engage in technological prefiguration to co-construct hypes around emergent digital markets."*

21/10/2021 – 22/10/2021 XXXII Annual Scientific Meeting of the Italian Association of Management
Presenter – Presented paper: *"Framing organizational scandals during emergencies. Evidence from retirement homes scandals in Italy during COVID-19"* with Ungureanu P.

08/07/2021 – 10/07/2021 37th EGOS Colloquium, hosted online by Vrije Universiteit (VU) Amsterdam
Presenter – Presented paper: *"Coworking, emotions, and need for change in the wake of the Covid-19 crisis. How emotions mediate the practices change of emplacement and virtuality"* with Bertolotti F. and Ungureanu P.

02/02/2021 Paper Development Workshop (PDW) special issue of Business & Society
Participation in the Paper Development Workshop (PDW) associated with the special issue of Business & Society on *"COVID-19 and Business & Society Scholarship."*

14/12/2020 – 15/12/2020 5TH RGCS SYMPOSIUM
Presenter – Presented paper: *"Collaborative practices, workspaces, and communities in the wake of the Covid-19 crisis"* in Session 2C – Digital with Ungureanu P.

27/09/2019 – 28/09/2019 XIII Mediterranean Conference on Information Systems - The XVI Conference of the Italian Chapter of AIS
Presenter – Presented paper: *"How perceptions of work-life balance and technology use impact upon creativity in collaborative spaces"* in Session 2B:

Socio-Technical perspectives for the future of work and society with Mattarelli E., Bertolotti F., Scapolan A.C., Montanari F., and Ungureanu P.

CONFERENCE PAPER CO-AUTHOR

1) Eisenberg J., Mattarelli E., Cochis C., Gupta A., “Do Brokers Help Innovation in Globally Distributed Teams? A Survey Study in a Multinational Company” 83rd Annual Meeting of the Academy of Management 04th – 08th August 2023

2) Eisenberg J., Mattarelli E., Cochis C., Gupta A., "Innovation in globally distributed teams: The role of brokers" to 2021 INGRoup Conference 16th Annual Conference, October e November 2021

3) Leone L., Cochis C., Scapolan AC., Montanari F., "Collaborating for what? Embeddedness and creativity in collaborative spaces" to conference WOA2021, Genova, 10th and 11th September 2021

4) Mattarelli E., Eisenberg J., Cochis C., Gupta A., "Bringing the team together: the double-edged sword effect of brokers on globally distributed teams" to 37th EGOS Colloquium 2021, Organizing for an Inclusive Society: Meanings, Motivations & Mechanisms", Vrije Universiteit Amsterdam (VU), 7th – 10th July 2021, sub-theme 7

5) Cochis C., Ungureanu P., "Framing Organizational Scandals During Emergencies. Evidence from the Retirement Homes Scandal in Italy during COVID-19" to 37th EGOS Colloquium 2021, Organizing for an Inclusive Society: Meanings, Motivations & Mechanisms", Vrije Universiteit Amsterdam (VU), 7th – 10th July 2021, sub-theme 25

AWARDS & RECOGNITIONS

2021 AOM2021 OCIS Award

Best Reviewer Awards 2021 - The 81st Annual Meeting of the Academy of Management - Organizational Communication and Information Systems (OCIS) division – (Note: this is now the Communication, Technology, Organization (CTO) division).
https://ocis.aom.org/about-us/awards/new-item2

2020 Selected (winner of the call) to participate in the path "Talents for Open Innovation"

initiative launched by ART-ER: a path to increase skills in the field of open innovation, entrepreneurship and innovation management aimed at all PhD students of the Universities of the Emilia-Romagna region

PERSONAL SKILLS

LANGUAGE SKILLS

Native language Italian

Other languages	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1	C1	C1 IELTS	C1	C1
Spanish	B1	B1	A2	A2	B1

Note: 1Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user Common European

I.S. SKILLS	Operation System: Windows, IOS
	Word Processing: Word, Power Point, Pages
	Spreadsheet: Excel, Google sheets
	Statistical: Minitab, Matlab, R (R studio), SPSS, STATA 17, Python
	Programming Language: C, C++, XML, Java, HTML, Python, R (R studio)
	Databases: Access, Opentext, SQL
	Business Intelligence: Expert Choice, Electre III, Eclipse
	Platforms: Oracle, SAP, Zoom, Teams, GMeet, GotoMeeting
	Excellent knowledge of Microsoft Office 365 and GSuite

PROFESSIONAL SKILLS

Team Management	Coordinated cross-functional teams in international research initiatives, ensuring collaboration between academia, industry, and policymakers across five countries.
Intercultural Communication	Engaged with stakeholders from diverse cultural backgrounds to align project objectives with local and international needs, fostering an inclusive research environment.
Project Management	Managed complex research projects with multiple stakeholders, adhering to tight deadlines and budget constraints, while delivering impactful policy recommendations.
Policy Development	Contributed to policy design through evidence-based research, translating findings into actionable strategies for educational innovation and skills development.
Public Speaking	Delivered presentations at international conferences, effectively communicating research outcomes to academic, industry, and policymaking audiences.

DRIVING LICENSE B

PROFESSIONAL AFFILIATIONS

2019 – current	Academy of Management (CTO – Communication, Digital Technology, and Organization; TIM – Technology and Innovation Management)
2020 – current	AiIG (Italian Association for Management Science and Engineering)
2021 – current	EGOS (European Group of Organization Studies)
2019 – current	AIS (Association of Information Systems)

Parma, 14/10/2024