

PERSONAL INFORMATION **Ludovica Leone**



✉ ludovica.leone@unimore.it

Gender F | Date of birth 06/11/1983 | Nationality Italian

CURRENT POSITION

Senior Assistant Professor in organization studies
(rt.d. b art. 24 c. 3 lett. B Legge 240/10)
Department of Economics "Marco Biagi"
University of Modena and Reggio Emilia

Awarded with the national scientific qualification as Associate Professor of organization studies on the 11th December 2023

TITLE

Ph.D. in Management

MAIN RESEARCH INTERESTS

Creativity in organizations
Improvisation
Collaborative spaces and new work spaces

PROFESSIONAL EXPERIENCE

From March 2022

Senior Assistant Professor (r.t.d. art. 24 c. 3 lett. B)

University of Modena and Reggio Emilia, Department di Economics "Marco Biagi"

From April 2021

Post-doctoral research fellow

University of Modena and Reggio Emilia

1/3/2019-28/2/2021

Research project: The effects of collaborative spaces on local development

Post-doctoral research fellow

University of Modena and Reggio Emilia

- Research project: The social perspective of creativity: the role of the individual action and the role of networks in collaborative spaces
 (from July 2019 to January 2020 I took part to a project commissioned by the Region Emilia-Romagna "Lo sviluppo degli spazi di collaborazione e dei co-working: profilo, organizzazione e impatto su innovazione e trasformazioni del lavoro".
- 2018-2019** **Post-doctoral research fellow**
 University of Modena and Reggio Emilia
- Main activities: Participation from June 2018 to February 2019 to a "FAR" project: A multidisciplinary study of physical and on-line collaborative spaces and their implications for creativity and innovation
- 2019-2021** **Adjunct professor**
 Dickinson College in Bologna
 Teaching: Management of food, wine, and tourism in Italy (48 hours)
- July 2018 – February 2019** **Consultant**
 Nomisma
 Participation to the research project "4.0 and the new frontiers for the agrifood industry"
 Main activities:
 - Contacting companies and Interviewing informants from the industry
 - Data analysis
- December 2018** **Consultant**
 Nespresso, Lausanne
 Participation to a Nespresso workshop on made in Italy for the development of a new product
- 2018** **Adjunct professor**
 University of Modena and Reggio Emilia
- Teaching "Organizational creativity and improvisation" Master "Food innovation program" (1 day)
- 2017-2018** **Adjunct professor**
 University of Ferrara
- Teaching two seminars; "Improvisation and creative processes in organizations" and "Creativity as a social process. The role of network in legitimation and fame" during "Organizational behavior and human resource management" course
- Since October 2015** **Adjunct professor and industry leader for the Food and Wine area**
 Bologna University Business School
- Main activities:
 - Scientific coordination of English language programs in the food and wine area (Global MBA Food and wine)
 - Teaching in Post graduate courses
 Post Graduate education
- January - September 2015** **Maternity leave**
- 2013 – 2015** **Adjunct Professor**
 Bocconi University
- Teaching "Strategy and Governance in cultural and creative industries" ACME / Master of Science in Economics and Management in Arts, Culture, Media and Entertainment (24 ore during A.Y. 2013-2014 and A.Y. 2014-15)
- 2009-2014** **Adjunct Professor**
 Alma Graduate School (transformed in Bologna University Business School in June 2014)
- Main activities:
 - Scientific coordination of the Food and Wine track of the Global MBA (A.Y. 2012-3 and A.Y. 2013-4)
 - Teaching "Food and Wine Management" in the Master in Gestione di Impresa (12 hours course) and supervision of project works
 - Teaching "Sustainability, Agriculture and Tourism" in the Global MBA (24 hours)
 - Teaching in executive and open courses

- 2012-2013 **Post-doctoral fellow**
 Bocconi University, Ask (Art, Science, and Knowledge) Research Center
 Research project "Getting consecrated in the contemporary art industry"
- 2011 **Adjunct Professor**
 SDA Bocconi
 Teaching a module during the course "Management of complexity" Master in food and beverage management (4 hours)
- 2011 **Adjunct Professor**
 University of Siena
 Teaching "Bibliotecario Manager e gestione della biblioteca" Master in libro antico (12 hours)
- A.Y. 2010-11 **Visiting Scholar**
 University of Michigan, Ross School of Business
 From September 2010 to April 2011
- 2008 **Junior Researcher**
 Alma Graduate School / Department of Management, University of Bologna / Ministero delle politiche agricole alimentari e forestali
 Research project: "The international development of made in Italy in the food and wine"
 Main activities:
 - Data collection and analysis
 - Case studies development
 - Junior Coordination
- 2006-2007 **Research and teaching fellow**
 Bocconi University, Istituto di Strategia ed Economia Aziendale
 Main research projects:
 - "The Metamanagement of cultural destinations" PRIN MIUR
 - "A tourism plan for the Province of Turin"
 - "A strategic control plan for Florence as a destination"
 Academic and applied research (November 2006 - December 2007)
- 2006-2013 **Teaching assistant**
 Bocconi University and University of Bologna
 Teaching assistant for the following courses
 - Business Planning (Bocconi University)
 - Strategia e politica aziendale (Bocconi University)
 - Consumer Behavior (University of Bologna)
 - Economia e Gestione delle imprese (University of Bologna)
 - Master in strategia aziendale (SDA Bocconi)
 - Media Industry distribution system (Bocconi University)
 Bachelor and master degrees
- 2006-2007 **Intern**
 Erga Foundation, Milan
 Research project: "Verso un nuovo modello di gestione della Soprintendenza archeologica di Roma"

EDUCATION

- 2008-2011 **Ph.D in Management - XXIII cycle (funded with scholarship)**
 University of Bologna, Dipartimento di Scienze Aziendali
 Dissertation title: "Does improvisation lead to outcome deviation? A conceptual framework of improvisation, its antecedents and outcome deviation"

- Supervisors: Simone Ferriani, Gianni Lorenzoni, Gian Luca Marzocchi, Giuseppe Soda
- Feb-May 2006 **Study Exchange with scholarship**
Scuola Normale Superiore di Pisa
- Attending the following course: Storia dell'arte e dell'archeologia classica (Prof. Settis); Storia dell'arte e dell'archeologia classica (Prof. Zanker); Storia dell'arte medioevale (Prof.ssa Donato)
Research collaboration with the research center LARTTE (research center for the analysis, research, protection, technology and economics of cultural heritage) working on the project "Le cartolarizzazioni degli immobili pubblici di proprietà dello Stato"
- 2004-2006 **Master of science in Economics and Management for the Arts, Culture and Communication (cum laude)**
Bocconi University
- Thesis: "Analisi del sistema di offerta della Soprintendenza Archeologica di Roma"
Supervisors: Guido Guerzoni and Cinzia Parolini
- 2001-2004 **Bachelor of science in Economics for the Arts, Culture and Communication**
Bocconi University
- Thesis: "Fundraising e Valorizzazione dell'Archivio Bertarelli".
Supervisor: Stefano Baia Curioni
- 1996-2001 **High School – Liceo classico (top rankings 100/100)**
Istituto Sacro Cuore, Naples

ADDITIONAL EDUCATIONAL EXPERIENCES

- 2024 **ITP Booster – International teachers Program at Vlerick (Bruxelles and Gent) in June 2024**
- 2022 **ITP – International teachers Program at INSEAD**
- 2013-2014 **GSA Aidea – Management of arts and culture**
- 2012 **Getting Published in Top Tier Journals: Guidance and Insights**
Research development workshop by the Academy of Management Journal e Organization and Management Theory Division of the Academy of Management
- 2010 **Structural Equation Modelling**
Summer School Prof. Paul Allison
University of Bologna
- 2010 **Medici Summer School “Managing Rare Events and Learning from the Unexpected”**
Organized by University of Bologna, NYU Stern and HEC Paris, held in Villa Medici Florence
- 2008 **AIDEA Seminar “Writing for Scholarly Publication: “Identifying your contribution””**
Prof. Anne Huff at the University di Firenze
- 2007 **“Business Plan: models and tools”**
SDA Bocconi

PERSONAL SKILLS

Mother tongue Italian

Other languages

UNDERSTANDING		SPEAKING		WRITING
Ascolto	Lettura	Interazione	Produzione orale	

English C1 C1 C1 C1 C1

Spanish B2 B2 B2 B1 B1

Self-evaluation

Levels A1/A2: Basic user - B1/B2: Intermediate user - C1/C2: Proficient user
[Quadro Comune Europeo di Riferimento delle Lingue](#)

Digital skills

SELF-ASSESSMENT

Elaboration of Information	Communication	Creation of content	Safety	Problem solving
Proficient user	Proficient user	Proficient user	Proficient user	Proficient user

Livelli: Basic user - Intermediate - proficient user
[Competenze digitali - Scheda per l'autovalutazione](#)

Software usage

- Use of MAC and Windows, Office, SPSS, Stata, Ucinet, Lisrel, Atlas

Drivers license B

PUBLICATIONS

Scapolan, A.C., Leone, L., Montanari, F., Rodighiero, S. 2024 Gli spazi collaborativi come luoghi di supporto ai lavoratori di fronte alle trasformazioni del lavoro, *Prospettive in organizzazione*, Vol. 24

Leone, L., Montanari, F., de Gennaro, D., Buonocore, F., 2023, L'impatto culturale degli spazi collaborativi, in F. Montanari *L'impatto sociale degli spazi collaborativi. Modelli, pratiche ed esperienze*, Franco Angeli

Leone, L. (2023). Is There Still a Place for Space in Organization Studies?. *Journal of Management Inquiry*, vol. 32 (4) 338–342

Leone, L. (2023). Festivals & the city: the contested geographies of urban events. Book Review, *International journal of cultural policy*

Scapolan, A.C., Leone, L., Rodighiero, S., Montanari, (2022), Spazi collaborativi a orientamento sociale. Funzioni e prospettive nella transizione del lavoro, *Impresa Sociale*, 4/2022

Leone, L., Scapolan, A. C., Montanari, (2022) Gli spazi collaborativi come luoghi a sostegno della creatività, in: (a cura di) F. Montanari *Spazi collaborativi in azione. Creatività, innovazione e impatto sociale*, Franco Angeli

Leone, L., and Montanari F., (2022) The impact of festivals on the image of a cultural industry: The case of the new Italian dance platform, *Poetics*, 92, 101630

Leone, L., Cochis, C., Scapolan, A.C., Montanari, F. (2021) Searching for creativity in innovative working contexts. The role of embeddedness in collaborative spaces, *ImpresaProgetto*, 3-2021

Leone, L., Scapolan, A. C., Montanari, F., Rinaldini, M., Razzoli, D., (2021) Gli spazi collaborativi in Emilia-Romagna: caratteristiche e ripresa post Covid. *Economia e Società Regionale*, 1/2021, pp. 85-97, ISSN 1827-2479, DOI 10.3280/ES2021-001007

Leone, L., Montanari, F., Scapolan, A., Razzoli, D (2020). 'Times are a-changing': how coworking spaces could sustain cultural workers. The case of BASE, Milan. In: Euram 2020: The Business of Now The Future Starts Here. EURAM CONFERENCE, Bruxelles: EURAM, ISBN: 978-2-9602195-1-7, ISSN: 2466-7498, Dublin, 4-6 Dicembre 2020

Scapolan A, Montanari F, Leone L, Razzoli D, Rinaldini M, Rodighiero S (2020). Gli spazi di lavoro negli hub creativi: una ricerca esplorativa. *SVILUPPO & ORGANIZZAZIONE*, vol. 291, p. 26-37, ISSN: 0391-7045

Leone L, Scapolan A, Montanari F (2020). I lavoratori digitali sognano luoghi di lavoro digitali? L'importanza degli spazi fisici condivisi nel sostenere i lavoratori digitali. *PROSPETTIVE IN ORGANIZZAZIONE*, p. 1-5, ISSN: 2465-1753

Leone L (2020). The Ratatouille paradox. An inductive study on creativity in haute cuisine. *TECHNOVATION*, vol. Volumes 92–93, April–May 2020, ISSN: 0166-4972, doi: <https://doi.org/10.1016/j.technovation.2018.11.003>

Leone L, Guardiano C, Irimia MA, Mattarelli E, Montanari F (2020). Language in Collaborative Spaces: Advantages and Barriers. In: (a cura di) Fabrizio M. Mattarelli E. Scapolan A.C., *Collaborative*

- spaces at work. Innovation, creativity and relations.* Routledge, ISBN: 978-0367350451
- Leone L., Scapolan A., Montanari F., Mannucci P. V. (2020). The relational foundation of collaboration in a cultural and social hub. The case of Le Serre dei Giardini Margherita, Bologna. In: (a cura di): Fabrizio M. Mattarelli E. Scapolan A.C., *Collaborative spaces at work. Innovation, creativity and relations.* p. 27-36, Routledge, ISBN: 978-0367350451
- Leone L., Scapolan A. (2020). L'organizzazione e la gestione delle risorse umane nelle imprese internazionali. In: (a cura di): Buonocore F. Montanari F. Solari L., *OrganizzAZione Aziendale.* p. 323-377, ISEDI, ISBN: 978-88-8008-394-8
- Montanari F, Scapolan A., Leone L. (2020). Gli spazi collaborativi. Quale futuro dopo l'emergenza Covid-19? *PERSONALE E LAVORO*, vol. 628, p. 20-26
- Scapolan A, Leone L, Rodighiero (2019). C'è "spazio" per la creatività e l'innovazione? Luci e ombre degli spazi collaborativi. *PROSPETTIVE IN ORGANIZZAZIONE*, p. 1-7, ISSN: 2465-1753
- Montanari F, Scapolan A., Leone L. (2019). Dai co-working agli spazi di collaborazione: come i nuovi luoghi di lavoro possono cambiare le aziende. *PERSONALE E LAVORO*, vol. 614, p. 31-35
- Bui, H., Chau, V.S., Degl'Innocenti, M., Leone, L., Vicentini, F. (2019) "The Resilient Organization: A Meta-analysis of the Effect of Communication on Team Diversity and Team Performance", Vol. 68, n.4, pp. 621-657, *Applied Psychology*, 2019
- Leone, L. (2018) "Improvvisazione e management: indagine sui grandi chef italiani." *Economia & Management*, n.3/2018
- Leone, L. (2015) "Improvvisazione e creatività. Nuove competenze di management dai grandi cuochi", Egea
- Baia Curioni, S., Leone, L. and Forti, (2014) L. "Making visible. Cultural entrepreneurship and artists' legitimation in the global art system". in O. Velthuis and S. Baia Curioni (eds.) *Canvases and Careers in a Cosmopolitan Culture. On the Globalization of Contemporary Art Markets*, Oxford University Press
- Baia Curioni, S., Dubini, P. and Leone, L. (2014). "Almost Famous: penetrazione commerciale e consacrazione nel settore globale dell'arte contemporanea. In (eds.) L. M. Sicca, L. Zan, *Management arti e culture. Resoconto del primo anno del GSA. Accademia italiana economia aziendale.* p. 87-98
- Baia Curioni, S. and Leone L. (2014) "La trama che da valore. Sono le alleanze strategiche tra mediatori a costruire legittimazione e consenso nell'odierno sistema dell'arte" Via Sarfatti 25, Gennaio 2014, p.8
- Dubini, P., Leone, L., Forti, L. (2012) "Role distribution in Public-Private Partnerships. The case of heritage management in Italy", *International studies in management and organizations*, vol. 42, n. 2, 57-75
- Leone, L. (2011) "Does improvisation lead to outcome deviation? A conceptual framework of improvisation, its antecedents and outcome deviation". Ph.D. Dissertation thesis discussed on May 27 2011 available on Alma Digital Library University of Bologna; URN:NBN:um:nbn:it:unibo-2617; DOI: 10.6092/unibo/amsdottorato/3687
- Leone, L., (2010). "Dismissione del patrimonio immobiliare pubblico, 2001-2006" in Cartolarizzazioni: procedure e soggetti, *Gazzetta Ambiente*, n.3, 2010.

Case studies published on international clearing houses

- Corbo, Leone, L. (2023) Ferrarelle Water (B): the journey towards sustainability continues. The Case center, Reference no. 321-0060-1B
- Corbo, L, Leone L., (2021). Ferrarelle Water: From sustaining the competitive advantage to sustaining the environmental challenge. The Case Centre, Ref 321-0060-1
- Leone, L., Salvemini, S. (2014) "The DoloMitici. When the power of food drives the local economy" The Case Centre, Reference no. 414-011-1
- Leone, L., Soda, G. (2014) "Inter-firms network formation and evolution in high quality cuisine. The case of Friuli-Venezia Giulia – Via dei Sapori Consortium" The Case Centre, Reference no. 414-041-1

Conference presentations

- Scapolan, A., Leone, L, Montanari, F, Rodighiero, S. (2024) "Space and time in collaborative spaces: a qualitative study of Italian creative workers", to be presented at EGOS, European group of organization studies conference, Milan, 4-6 July
- Leone, L, Montanari, F, Scapolan, A, Razzoli, D., Biscaro, C. (2022) "This must be the place". How coworkers create a place-identity in collaborative spaces. Presented at EGOS, European group of organization studies conference, Vienna, 7-9 July
- Leone, L., Scapolan, A.C., Montanari, F. (2022) Why do coworkers stay? An empirical study on the determinants of embeddedness in collaborative spaces. Presented at the XXIII WOA conference, Brescia 26-27 May 2022
- Leone, L., Cochis, C., Scapolan, A.C., Montanari, F. (2021) Collaborating for what? Embeddedness and

- creativity in collaborative spaces. Presented at the XXII WOA conference, Genova, 10-11 September 2021
- Leone, L., Montanari, F., Scapolan, A., Razzoli, D (2020). 'Times are a-changing': how coworking spaces could sustain cultural workers. The case of BASE, Milan. Presented at Euram Conferene 2020: The Business of Now The Future Starts Here. EURAM CONFERENCE, Bruxelles: EURAM, ISBN: 978-2-9602195-1-7, ISSN: 2466-7498, Dublin, 4-6 Dicembre 2020
- Leone L., Scapolan A., Montanari F., Mannucci P. V. (2020). Looking for the spring of creativity: the role of collaboration in developing creative projects. Presented at EGOS, European group of organization studies conference, Hamburg, 2-4 July 2020
- Leone, L., Scapolan, A.C., Montanari, F. "Do digital workers dream of digital workplaces? The importance of physical shared spaces" (presented at XXI Convegno WOA, workshop di organizzazione aziendale, Milano, 6-7 Febbraio 2020) – Best paper
- Leone, L. Montanari, F., Scapolan, A.C. "The relational side of creativity: the emergence of new projects in collaborative spaces" (presented at XV Convegno AIMAC, International conference on arts and cultural management, Venezia, 22-26 giugno 2019)
- Leone, L. Montanari, F., Scapolan, A.C. "Creativity and relational mechanisms: how individuals build and activate their network in collaborative spaces" (presented at XX Convegno WOA workshop di organizzazione aziendale, Palermo, 7-8 febbraio 2019)
- Giuliani, A. P. and Leone, L. "Creativity and social dynamics in field configuring events: Festa a Vico as the invisible college of Italian chefs on the Sorrento Coast". Presented at EGOS, European group of organization studies conference, Naples, 7-9 July 2016
- Bui, H., Degl'Innocenti, M., Leone, L., Vicentini, F. "Understanding the Effect of Communication on Team Diversity and Team Performance: A Meta-analysis". Presented at the British Academy of management conference 2014
- Leone, L. Sicca, L.M. and Pirozzi M.G., "Loosing power and accepting vulnerability. Organizational improvisation under the microscope in non-managerial improvisation". Presented at EGOS, European group of organization studies conference, Rotterdam, 3-5 July 2014
- Baia Curioni, S., Leone, L., and Forti L. "Stairways and Heavens: artist's global selection and legitimation processes". Presented at Globalization of Contemporary Art Markets, Amsterdam, Netherlands, 3-5 October 2013
- Leone, L., Baia Curioni, S. and Dubini P. "Another star: an empirical study of consecration in the contemporary art field". EGOS, European group of organization studies conference, Montreal, Canada, 4-7 July 2013
- Leone, L. and Bergami M. "How severity ratings lead to consecration. The path of Massimo Bottura and his Osteria Franceseana to the Olympus of contemporary cuisine". AIMAC, International conference in arts and cultural management, Bogotá, Colombia, 26-29 June 2013
- Leone, L. and Salvemini S. "The secret ingredient. When territorial identity ensures the success of local alliances". Presented at AIMAC, International conference in arts and cultural management, Bogotá, Colombia, 26-29 June 2013
- Leone, L. "Disentangling improvisation. When improvisation is not just an emergency exit". Presented at the Annual meeting of the Academy of Management, Boston, MA, USA, 3-7 August 2012.
- Leone, L. "The Ratatouille paradox. Exploring the differences between improvisation and other creative processes". Presented at EGOS, European group of organization studies conference, Helsinki, Finland, 5-7 July 2012
- Leone, L. "The Ratatouille paradox. Exploring the differences between improvisation and other creative processes". Presented at the Annual Meeting of the Academy of Management - Cognition in the Rough Professional Development Workshop, San Antonio, TX, USA, 12-16 August, 2011.
- Leone, L. Bergami, M., Morandin, G. "Entrepreneurial Motivation to Engage in New Venture Creation in a Creative Industry. Exploring the interaction between entrepreneurial and creative motivations." Presented at AIMAC 2011, Antwerp, Belgium, 3-6 July, 2011.
- Leone, L. "Does improvisation lead to outcomes variance? A conceptual framework of improvisation, its antecedents and outcomes variance in Italian haute cuisine context". Presented at the XI Workshop of the Italian Scholars in Organization Studies. Uncertainty, Creativity and Organizational Rationalities, Bologna, Italy, June 16-18, 2010
- Degl'Innocenti, M., Leone, L., Vicentini, F. "What difference makes the difference? A meta-analysis of team diversity, communication, performance". Presented at EIASM 16th International Product Development Management Conference, Twente, The Nederland, 7-9 June 2009.
- Dubini, P., Leone, L., Forti, L. "Managing heritage: when private partners are no evil". Presented at EIASM, 3rd Workshop on managing cultural organizations, Bologna, 11-12 September, 2008.
- Assochange, Le aziende sanno cambiare? Trend di cambiamento e di nuova collaborazione tra la GDO e i Produttori food and beverage, Bologna, 29 marzo 2018
- Aceto balsamico tradizionale di Reggio Emilia, nuove forme per comunicare la tradizione. 1986-2016 Trent'anni di consorzio. Reggio Emilia, 26 novembre 2016

Conferences attended as guest speaker

App. etite. Enogastronomia e crossmedialità, Bologna Business School, Bologna, 20-21 Settembre 2014 (partecipazione al coordinamento e all'organizzazione del convegno)
Il Caso Friuli Venezia Giulia Via dei Sapori "I solisti del gusto", Moroso Showroom, Milan, February 26th 2013 (Presentazione del caso di studio)
Economia del gusto: le sfide manageriali per la cucina italiana, Le Soste e Fipe, Alma Graduate School, Bologna, 6 Dicembre 2011
Dalle stelle al firmamento. La cucina italiana e la sfida della crescita, Triennale di Milano, (partecipazione al coordinamento e all'organizzazione del convegno) 31 Maggio 2010

Academic membership and reviewer activities

Academy of Management since 2011
ASSIOA since 2019
European Academy of Management since 2019 – since 2021 I served as a co-track chair
European group of Organization Studies (EGOS) since 2012
PuntoOrg since 2017
Editorial board member: Journal of vocational behavior dal 2023
Reviewer for the Academy of Management Annual Meeting since 2011
Ad hoc reviewer:

- Human Relations Journal
- Creativity and Innovation Management
- Journal of knowledge management
- International review of administrative sciences

AWARDS AND SCHOLARSHIPS

Winner of a full scholarship to attend ITP at INSEAD in 2022

Best Paper Award - WOA 2020

Most downloaded papers years 2018-2019 for "The Resilient Organization: A Meta-analysis of the Effect of Communication on Team Diversity and Team Performance" in Applied Psychology

"Marco Polo" Scholarship for studying abroad (2010) - University of Bologna

Ph.D Scholarship (2008-2011) - University of Bologna

Personal data

La sottoscritta acconsente, ai sensi del D.lgs. 30/06/2003 n. 196, al trattamento dei propri dati personali.

Last update May 2024