

## CURRICULUM VITAE



### PERSONAL INFORMATION

Surname and name	Gaiardelli Paolo
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Nationality	Italian
Birthdate	04 / 07 / 1971

### WORK EXPERIENCE

WHEN	From 01/03/2003 University of Bergamo, Via Salvecchio 19, 24129 - Bergamo (Italy) Department of Management, Information and Production Engineering CELS - Research Group on Industrial Engineering, Logistics and Service Operations Viale Marconi 5, 24044 - Dalmine (BG)
INDUSTRY	Public Administration
ROLE	Associate Professor (from 01/07/2015) Assistant Professor (from 01/01/2004)
MAIN ACTIVITIES	<p>From 1997 to 2003 he worked in a manufacturing company as Production Engineer and in an engineering and contracting company as Field Service Manager and Project Leader in 6-Sigma and process optimization projects. In 2004 he started by working as researcher at the Department of Management, Information and Production Engineering of the University of Bergamo, where he got a position of Associate Professor in July 2015. He holds courses in lean manufacturing, management and organisation of industrial plants, and he collaborates with the School of Management of the Politecnico di Milano (MIP) and the School of Management of the University of Bergamo. I also collaborate with the Lucerne University of Applied Sciences and Arts (Hochschule Luzern), as expert in service engineering and management.</p> <p>His research activities mainly focus on production and service engineering and management with a specific interest in automotive and truck industry service chain configuration, organisation and performance measurement. He is now involved in studying how to support companies to develop new customer value propositions, to re-design their organisational principles, operations and value chains in order to uphold the product-service business models. Recently his interests have extended to the analysis of digital transformation of industrial firms experiencing digital servitization and to the exploration of the role of lean management along with the main operations management trends, including sustainable and behavioural operations and digitalization of manufacturing. In particular, he is now</p>

involved in studying how the adoption of the lean paradigm could support companies in increasing the efficiency and effectiveness of their Product Service System design, development and management.

Associate Editor of Production Planning and Control since January 2019, he has authored about 100 publications in leading journals, international conferences and books, and he has taken part in several national and international research projects, also during the visiting research periods at the Centre for Business Performance of Cranfield School of Management (from 2009 to 2011) and at the Mays Business School (Texas A&M University) in 2012.

- When From 1/02/1999 to 28/02/2003  
ABB Sadelmi / ALSTOM POWER ITALIA S.p.A., Piazzale Lodi 3, 20137 – Milano
- Industry Engineering & Contracting (Energy)
  - Role Tendering & Contracting Engineer (from 01/05/2001 to 28/02/2003)  
Purchasing and Contracting Engineer (from 01/02/1999 to 30/04/2001)
- Main activities Optimization of mechanical electrical and civil construction processes.  
Project Leader in 6-Sigma projects.
- When From 4/03/1998 to 31/01/1999  
Moto Guzzi S.p.A., via E. Parodi 57, 23826 Mandello del Lario (LC)
- Industry Motorbike
  - Role Production Engineer
- Main activities Re-organization of production processes.

## **PUBLICATIONS (2015-2019)** **(JOURNALS, BOOKS, CONFERENCES)**

### *EDITORIALS*

Gaiardelli, P., Martinez, V. and Cavalieri, S., 2015. Editorial of the Special Issue "The strategic transition to services: a dominant logic perspective and its implications for operations". Production Planning and Control, Vol. 26, No. 14, pp. 1165-1170. ISSN (online): 1366-1371. ISSN (printed) 0953-7287. DOI 10.1080/09537287.2015.1033498.

### *BOOKS*

Gaiardelli, P., Songini, L., 2018. Modelli di business, servizi e performance nel settore del veicolo pesante, Egea: Milano. p. 220. ISBN 978-88-238-4601-2 (in Italian).

### *BOOK CHAPTERS*

1. Pistoni A., Songini L., Gaiardelli P. and Pegoraro S. 2017. Chapter 4: Case studies - The servitization strategy in the truck industry: an overview, In: Pistoni A. and Songini L. (Eds.). Studies in Managerial and Financial Accounting, Volume 32: Servitization Strategy and Managerial Control, 225-310. ISBN: 978-1-78714-846-8 eISBN: 978-1-78714-845-1. ISSN: 1479-3512.
2. Resta, B., Gaiardelli, P., Dotti S. and Luise D., 2016. Lean after-sales services, In: Netland, T. and Powell, D. (Eds.) The Routledge Companion to Lean Management, Chapter 21, pp. 234-247, Routledge, ISBN: 978-1-138-92059-0. 10.4324/9781315686899
3. Resta, B., Gaiardelli, P., Cavalieri, S. and Dotti, S., 2016. Designing and configuring the value creation network for servitization, In Lecture Notes in Business Information Processing "Exploring Service Science", Borangiu, T., Dragoicea, M. and Nóvoa, H. (Eds.) Proceedings of the 7th International Conference on Exploring Service Science (IESS 2016),

*PAPERS PUBLISHED IN ACADEMIC JOURNALS*

1. Tortorella, G.L., Cauchick-Miguel P. and Gaiardelli, P. 2019. Hoshin Kanri and A3: a proposal for integrating variability into the policy deployment process, *The TQM Journal*, Vol. 31, No. 2, pp. 118-135. DOI: 10.1108/TQM-06-2018-0076.
2. Tortorella, G. L., Fettermann D.C. Piñeres, A. and Gaiardelli, P. 2019. The moderating effect of JIT on the relationship between socio-technical practices and the performance of quality and workers' health, *Human Factors and Ergonomics in Manufacturing*, 29: pp. 210-223. DOI: 10.1002/hfm.20776.
3. Resta, B., Gaiardelli, P. and Dotti, S. 2019. Exploring the role of human factor in Lean Management, *International Journal of Lean Six Sigma*, Vol 10, No. 1, pp. 339-366. DOI: <https://doi.org/10.1108/IJLSS-08-2017-0094>.
4. Cavalieri, S., Dovere, E., Fasanotti, L. and Gaiardelli, P. 2018. An artificial immune intelligent maintenance system for distributed industrial environments, *Proceedings of the Institution of Mechanical Engineers, Part O: Journal of Risk and Reliability* 232(4), 401-414. DOI: 10.1177/1748006X18769208.
5. Ardolino, M., Rapaccini, M., Saccani, N., Gaiardelli, P., Crespi, G. and Ruggeri C., 2018. The role of digital technologies for the service transformation of industrial companies, "Service Transformation in Industrial Companies" Special Issue of the *International Journal of Production Research*, Vol 56, No. 6, pp. 2116-2132. DOI: 10.1080/00207543.2017.1324224.
6. Resta, B., Gaiardelli, P., Cavalieri, S. and Dotti, S., 2017. Enhancing the Design and Management of the Product-Service System (PSS) Supply Chain: An Application to the Automotive Sector, *Service Science*, Vol. 9, No. 4, pp. 1-14. DOI: 10.1287/serv.2017.0193.
7. Resta, B., Dotti, S., Gaiardelli, P. and Boffelli, A., 2017. How Lean manufacturing affects the creation of sustainable value: an integrated model, Special Issue in "Lean & Green", *International Journal of Automation Technology*, Vol. 11, No. 4, pp. 542-551. DOI: 10.20965/ijat.2017.p0542.
8. Resta, B., Gaiardelli, P., Pinto, R. and Dotti, S., 2016. Enhancing environmental management in the textile sector: an O-LCA approach, *Journal of Cleaner Production*, Vol. 135, pp. 620-632. ISSN (print): 0959-6526. DOI 10.1016/j.jclepro.2016.06.135.
9. Andreini, D., Salo, J., Wendelin, R., Pezzotta, G. and Gaiardelli, P., 2015. From a service-dominant logic to a good-dominant logic: consequences in buyer-seller relationship in a corporate bank?, Special Issue of *IMP Journal "Managing in Uncertainty"*, Vol. 9, No. 3, pp. 250-266. ISSN (online): 0809-7259. DOI 10.1108/IMP-07-2015-0034.
10. Resta, B. Powell, D.J., Gaiardelli, P. and Dotti, S., 2015. Towards a framework for lean product-oriented product service systems, *CIRP Journal of Manufacturing Science and Technology*, Vol. 9, pp. 12-22. ISSN (online): 1755-5817. DOI 10.1016/j.cirpj.2015.01.008.

*PAPERS PUBLISHED IN THE PROCEEDINGS OF NATIONAL AND INTERNATIONAL CONFERENCES*

1. Jarrahi, F., Manenti, A., Tortorella G.L. and Gaiardelli, P. 2019. Facing the challenges of the future through the synergetic adoption of Industry 4.0 and lean manufacturing. *Proceedings of the XVI Summer School*

**PUBLICATIONS (2015-2019)**  
**(JOURNALS, BOOKS, CONFERENCES)**

- Francesco Turco "AUGMENTED KNOWLEDGE: A new era of industrial systems engineering", Brescia, September 11-13.
2. Tortorella, G.L., Cauchick-Miguel P. and Gaiardelli, P. 2019. Incorporating decision-making process variability into Hoshin Kanri and A3. Proceedings of the 16th INFORMS Computing Society Conference, January 6-8, 2019, Knoxville, Tennessee, USA.
3. Romero, D., Gaiardelli, P., Pezzotta, G. and Cavalieri, S. 2019. The Impact of Digital Technologies on Services Characteristics: Towards Digital Servitization. Proceedings of the 2018 APMS Conference "The path to Smart Production Management Systems", 1-5 September 2019, Austin, Texas (USA).
4. Invernizzi, D., Gaiardelli, P., Arica, E. and Powell, D.J. 2019. MES Implementation: Critical Success Factors and Organizational Readiness Model. Proceedings of the 2018 APMS Conference "The path to Smart Production Management Systems", 1-5 September 2019, Austin, Texas (USA).
5. Romero, D., Gaiardelli, P., Powell, D.J., Wuest, T and Thürer, M. 2019. Total Quality Management and Quality Circles in the Digital Lean Manufacturing World. Proceedings of the 2018 APMS Conference "The path to Smart Production Management Systems", 1-5 September 2019, Austin, Texas (USA).
6. Romero, D., Gaiardelli, P., Powell, D.J., Thürer, M. and Wuest, T 2019. Cyber-Physical Waste Reduction and Elimination Strategies in the Digital Lean Manufacturing World. Proceedings of the 2018 APMS Conference "The path to Smart Production Management Systems", 1-5 September 2019, Austin, Texas (USA).
7. Perico, P., Arica, E., Powell, D.J Gaiardelli, P. MES as an Enabler of Lean Manufacturing, Proceedings of the 9<sup>th</sup> IFAC Conference on Manufacturing Modelling, Management and Control, MIM 2019, 28-30 August, Berlin, Germany.
8. Romero, D., Gaiardelli, P., Powell, D.J., Wuest, T and Thürer, M. 2019. Rethinking Jidoka Systems under Automation & Learning Perspectives in an Emerging Digital Lean Manufacturing World, Proceedings of the 9th IFAC Conference on Manufacturing Modelling, Management and Control, MIM 2019, 28-30 August, Berlin, Germany.
9. Pezzotta, G., Dovere, E., Pirola, F. and Gaiardelli P. 2018. Using total cost of ownership to compare supplier PSS offering. Proceedings of the 13th Word Congress on Engineering Asset Management (WCEAM 2018), Stavanger (Norway), 24-26 September.
10. Wiesner, S., Gaiardelli, P., Gritti, N., and Oberti, G. 2018. Maturity Models for Digitalization in Manufacturing - Applicability for SMEs. In: "Production Management for Data-Driven, Intelligent, Collaborative, and Sustainable Manufacturing", Moon, I., Lee, G. M., Park, J., Kiritsis D. and von Cieminski, G. (Eds.), IFIP Advances in Information and Communication Technology. (IFIP AICT) Series, Part I. Proceedings of the 2018 APMS Conference, 26-30 August 2018, Seoul, South Korea pp. 81-88. DOI: 10.1007/978-3-319-99707-0\_11.
11. Romero, D., Gaiardelli, P., Powell, D., Wuest, T. and Thürer, M. 2018. Digital Lean Cyber-Physical Production Systems: The Emergence of Digital Lean Manufacturing and The Meaning of Digital Waste. In: "Production Management for Data-Driven, Intelligent, Collaborative, and Sustainable Manufacturing", Moon, I., Lee, G. M., Park, J., Kiritsis D. and von Cieminski, G. (Eds.), IFIP Advances in Information and Communication Technology. (IFIP AICT) Series, Part I. Proceedings of the 2018 APMS Conference, 26-30 August 2018, Seoul, South Korea pp.

- 11-20. DOI: 10.1007/978-3-319-99704-9\_2.
12. Powell, D. Romero, D., Gaiardelli, P., Cimini, C. and Cavalieri, S. 2018. Towards Digital Lean Cyber-Physical Production Systems: Industry 4.0 Technologies as Enablers of Leaner Production. In: "Production Management for Data-Driven, Intelligent, Collaborative, and Sustainable Manufacturing", Moon, I., Lee, G.M, Park, J., Kiritsis D. and von Cieminski, G. (Eds.), IFIP Advances in Information and Communication Technology. (IFIP AICT) Series, Part II. Proceedings of the 2018 APMS Conference, 26-30 August 2018, Seoul, South Korea pp. 353-359. DOI: 10.1007/978-3-319-99707-0\_44.
13. Carissimi, G., Dotti, S., Boffelli A. Gaiardelli, P. and Carrara, F. 2018. Supply chain collaboration for circular economy: a case study in the textile industry. Proceedings of the 18th World Textile Conference "Leading hedge technologies and trends in textile" (AUTEX 2018), Istanbul, 20-22 June 2018. pp. 431-436.
14. West, S., Gaiardelli, P. and Rapaccini, M. 2018. Exploring technology-driven service innovation in manufacturing firms through the lens of Service Dominant (SD) logic. In: IFAC-PapersOnLine, 51(11), 1317-1322, Proceedings of the 16th IFAC Symposium on Information Control problems in Manufacturing, Macchi, M., Monostori, L. and Pinto, R. (Eds.), Bergamo 11-13 June 2018. DOI: 10.1016/j.ifacol.2018.08.350.
15. West, S., Gaiardelli, P., Resta, B. and Kujawski D. 2018. Co-creation of value in product-service systems through transforming data into knowledge. In: IFAC-PapersOnLine, 51(11), 1323-1328, Proceedings of the 16th IFAC Symposium on Information Control problems in Manufacturing, Macchi, M., Monostori, L. and Pinto, R. (Eds.), Bergamo 11-13 June 2018 11-13 June 2018, 51(11), 1323-1328. DOI: 10.1016/j.ifacol.2018.08.349.
16. Jarrahi, F., Pezzotta, G., Cimini C. and Gaiardelli P. 2017. Smart service strategies in Industry 4.0: a proposal of a Readiness Assessment Methodology, In Proceedings of The Spring Servitization Conference 2017 "Internationalisation through Servitization", West, S., Gebauer, H and Baines T. (Eds.), pp. 232-240, Lucerne University of Applied Sciences and Arts, 15-17 May, Lucerne (Switzerland). ISBN 978-1-85449-418-4.
17. Mora, E., Gaiardelli P., Resta, B. and Powell D.J., 2017. Exploiting Lean Benefits Through Smart Manufacturing: A Comprehensive Perspective, In: "The path to intelligent, collaborative and sustainable manufacturing", Lödding, H., Riedel, R., Thoben, K.-D., von Cieminski, G. and Kiritsis D. (Eds.), IFIP Advances in Information and Communication Technology. (IFIP AICT) Series, Part I. Proceedings of the 2017 APMS Conference, 3-7 September 2017, Hamburg, Germany pp. 127-134. DOI: 10.1007/978-3-319-66923-6\_15.
18. Cimini, C., Pinto, R., Pezzotta, G. and Gaiardelli P., 2017. The transition towards Industry 4.0: business opportunities and expected impacts for suppliers and manufacturers, In: "The path to intelligent, collaborative and sustainable manufacturing", Lödding, H., Riedel, R., Thoben, K.-D., von Cieminski, G. and Kiritsis D. (Eds.), IFIP Advances in Information and Communication Technology. (IFIP AICT) Series, Part I. Proceedings of the 2017 APMS Conference, 3-7 September 2017, Hamburg, Germany pp. 119-126. DOI: 10.1007/978-3-319-66923-6\_14
19. Paslauskis, C.A., Gazal de Alencastro, C., Ayala, N.F., Gaiardelli, P., Pezzotta, G. and Frank, A.G., 2017. Services Extending Products: a comparative analysis in emerging and developed countries, Proceedings of the 9<sup>th</sup> CIRP IPSS Conference "Circular Perspectives on

- Product/Service-Systems", 19-21 June, Copenhagen (Denmark).
20. Resta, B., Giudici V., Cavalieri S., Solvang W.D., Dotti, S. and Gaiardelli, P., 2017. Strategic Operations Management in Healthcare: a reference model for Cardiac Rehabilitation, Proceedings of Third International Conference on Health Care Systems Engineering, Springer Proceedings in Mathematics & Statistics, Vol. 210. May 29-31, Florence (Italy). ISSN: 2194-1009
  21. Ciarapica, F.E., De Sanctis, I., Resta, B., Dotti, S. Gaiardelli, P., Bandinelli, R., Fani, V. and Rinaldi, R., 2017. Integrating sustainability in the fashion system using association rules, In: Lecture Notes in Electrical Engineering - Business Models and ICT Technologies for the Fashion Supply Chain, Vol. 413, pp. 239-248. Rinaldi, R. and Bandinelli, R. (Eds), Proceedings of the IT4Fashion 2016 Conference, Florence (Italy), 20-22 April. ISBN 978-3319485102. DOI 10.1007/978-3-319-48511-9\_20.
  22. Resta, B., Dotti, S., Gaiardelli, P., Boffelli, A., 2016. Lean Manufacturing and Sustainability: an integrated view, Proceedings of APMS Conference 2016, "Production management initiatives for a sustainable world" Naas I., Vendrametto O., Reis J.M., Goncalves R.F., Silva M.T., Kiritsis D. and von Cieminski G. (Eds.), 3-7 September, Iguassu Falls, Brasil. Vol. 488, pp. 659-666. ISBN 978-85-68328-01-9. DOI: 10.1007/978-3-319-51133-7\_78
  23. Gaiardelli, P., Pezzotta, G., Migliorati, R and Morgantini, M., 2016. Proposal of an unconventional method to assess polyvalence in lean organisations, Proceedings of 21<sup>st</sup> Summer School "Francesco Turco", SMART MANUFACTURING: NEW PARADIGMS FOR A SMARTER WORLD", Naples, Italy; 13-15 September 2016, Vol. 2016, pp. 65-69. ISSN 2283-8996
  24. Ardolino M., Sacconi, N., Gaiardelli, P. and Rapaccini, M., 2016. Exploring the key enabling role of digital technologies for PSS offerings, Procedia CIRP 2016, Vol. 47, pp. 561-566. ISSN 2212-8217. DOI 10.1016/j.procir.2016.03.238.
  25. Gaiardelli, P., Songini, L. and Morgantini, M. and Bonesio, P., 2016. Successful product-service strategies and managerial practices: a case study research of the Italian heavy truck assistance networks, Procedia CIRP 2016, Vol. 47, pp. 102-107. ISSN 2212-8217. DOI: 10.1016/j.procir.2016.03.213.
  26. Gaiardelli, P., Pezzotta, G., Resta, B. and Songini, L., 2016. Aligning product-service offerings with customer expectations, In: "Serviceology for Designing the Future - Selected papers of the 2<sup>nd</sup> International Conference of Serviceology" Maeno T., Sawatani Y. and Hara, T. (Eds.), Proceedings of the 2<sup>nd</sup> International Conference on Serviceology (ICServ 2014), September 14-16, Keio University Yokohama, Japan. pp 567-582. ISBN: 978-4-431-55859-0. DOI 10.1007/978-4-431-55861-3\_39.
  27. Ciarapica, F.E., Fani, V. Resta, B., Bandinelli, R., Dotti, S., Gaiardelli, P. and Rinaldi, R., 2015. Practices for environmental sustainability in the Italian Textile Clothing and Leather sector: preliminary results, Proceedings of 20<sup>th</sup> Summer School "Francesco Turco"; Monumental Complex of St. Chiara, Naples, Italy; 16-18 September 2015, Vol. 2015, pp. 59-66. ISSN 22838996.
  28. Resta, B., Dotti, S., Boffelli, A. and Gaiardelli, P., 2015. Environmental Management Practices for the Textile Sector, Proceedings of APMS Conference 2015 "Innovative production management towards sustainable growth". Umeda, S., Nakano, M., Mizuyama, H., Hibino, H., Kiritsis, D. and von Cieminski, G. (Eds.), 7-9 September, Tokyo (Japan).

- Part II, pp. 625-631. ISBN 978-3-319-22759-7. DOI: 10.1007/978-3-319-22756-6\_76.
29. Gaiardelli, P. Resta, B. and Dotti, S., 2015. Towards a new model exploring the effect of the human factor in Lean Management, Proceedings of APMS Conference 2015 "Innovative production management towards sustainable growth". Umeda, S., Nakano, M., Mizuyama, H., Hibino, H., Kiritsis, D. and von Cieminski, G. (Eds.), 7-9 September, Tokyo (Japan). Part II, pp. 316-323. ISBN 978-3-319-22759-7. DOI: 10.1007/978-3-319-22759-7\_37.
  30. Rondini, A., Pirola, F., Gaiardelli, P. and Morgantini, M., 2015. Exploring the attitude of Bergamo's SMEs towards Servitization, Proceedings of the Spring Servitization Conference 2015 "Servitization: the theory and impact", Baines, T. and Harrison D. (Eds.), 18-20 May, Aston Business School, Birmingham (UK), pp. 296-303. ISBN: 978-1-85449-492-4.
  31. Rapaccini, M. and Gaiardelli, P., 2015. Smart services initiatives in product-centric companies, Proceedings of the Spring Servitization Conference 2015 "Servitization: the theory and impact", Baines, T. and Harrison D. (Eds.), 18-20 May, Aston Business School, Birmingham (UK), pp. 156-163. ISBN: 978-1-85449-492-4.

*PAPERS PUBLISHED IN THE PROCEEDINGS OF NATIONAL AND INTERNATIONAL CONFERENCES  
(WITHOUT DIRECT ACCESS)*

1. Songini, L., Gaiardelli, P. and Jarrahi, F. 2019. Automotive Aftermarket Business Model Evolution in the era of Digital Transformation. Proceedings of AIDEA2019 XXXIX Convegno Nazionale "L'impatto dell'aziendalismo sul sistema economico italiano" Torino (IT) September 12.
2. West, S., Gaiardelli, P., and Mathews, A. 2019. Overcoming challenges of change management associated with servitization: lessons from 20 practical cases, The 8th Spring Servitization Conference "Delivering Services Growth in the Digital Era", Linköping (SE), 13-15 May 2019.
3. West, S., Gaiardelli, P., Bigdeli, A. and Baines, T. 2018. Exploring operational challenges for servitization: an European survey, The Spring Servitization Conference 2018 "Driving Copenhagen Business School, 14-16 May, Copenhagen (DK), pp. 9-17. ISBN: 978-1-85449-448-1.
4. Ardolino M., Sacconi, N., Gaiardelli, P. and Rapaccini, M., 2016. Digital technologies and their impacts on servitization strategies, Proceedings of the Spring Servitization Conference 2016 "Servitization: Shift, Transform, Grow", Baines, T., Burton J., Harrison D. and Zolkiewski J. (Eds.), 17-19 May, Alliance Manchester Business School, Manchester (UK), pp. 83-91. ISBN: 978-1-85449-403-0.
5. West, S. and Gaiardelli, P., 2016. Driving the servitization transformation through change management: lessons learnt from industrial cases, Proceedings of the Spring Servitization Conference 2016 "Servitization: Shift, Transform, Grow", Baines, T., Burton J., Harrison D. and Zolkiewski J. (Eds.), 17-19 May, Alliance Manchester Business School, Manchester (UK), pp. 209-216. ISBN: 978-1-85449-403-0.

*ABSTRACTS PUBLISHED IN THE PROCEEDINGS OF NATIONAL AND INTERNATIONAL CONFERENCES*

1. Boffelli A., Carissimi G., Dotti, S., Gaiardelli, P. and Carrara, F., 2018. Implementing supply chain collaboration practices to support successful circular economy: a best case from textile industry. Proceedings of the 25th Annual Euroma Conference "To Serve, to Produce and to Servitize in the Era of Networks, Big Data and Analytics", vastag G, Koltai, T. and Monostori L. (Eds.), 24-26 June 2018 Budapest,

**PUBLICATIONS (2015-2019)**  
**(JOURNALS, BOOKS, CONFERENCES)**

- p. 31. ISBN: 978-615-5270-43-7.
2. West, S., Gaiardelli, P., Resta, B. and Kujawski D. 2017. Co-creating Product-Service System value through ecosystem engagement, 6th International Business Servitization Conference (ICBS 2017), Book of Abstract, November 16-17, 2017, Universitat Politècnica de Catalunya, Barcelona, Spain. ISBN: 978-84-946352-7-4.
  3. West, S., Kujawski D. and Gaiardelli, P., 2016. Can machine-to-machine communications be used to improved customer experience?, 4th International Business Servitization Conference (ICBS 2015), Book of Abstract, November 19-20, 2015, Universidad Rey Juan Carlos, Madrid, Spain. ISBN: 978-84-944673-3-2. DOI: 10.3926/serv2015.

*POSTERS PRESENTED IN OF NATIONAL AND INTERNATIONAL CONFERENCES*

1. West, S., Gaiardelli, P., Gaelle Simo Matchim, Y. and Snelgrove, T. 2018. Pricing options for digitally enabled product service systems, The Spring Servitization Conference 2018 "Driving Competitiveness through Servitization", Bigdeli, A., Frandsen, T., Raja J. and Baines, T., (Eds.), Copenhagen Business School, 14-16 May, Copenhagen (DK), p. 243. ISBN: 978-1-85449-448-1.
2. West, S., and Gaiardelli, P., 2017. Driving the servitization transformation through change management: lessons learnt from ten industrial cases, Frontiers in Service Conference 2017, Fordham University, 22-24 June, New York.



**MAIN RESEARCH PROJECTS  
(2015-2019)**

- SMART4CPPS, 2018-2020. founded by the Lombardy Region Smart4CPPS aims to develop Smart-CPS, where ICT technologies are no longer thought only to support production processes, but are integrated into components, machines and environments that become intercommunicating and intelligent CPSs
- CARBONFORCE, 2017-2019. The project Carbonforce aims to create a system for the production of unidirectional carbon fabrics obtained by spreading on line the warp yarn. Application of the new fabrics is for structural consolidation of buildings not built according to the latest anti-seismic standard.
- UNIRAPIER, 2017-2019: founded by the Lombardy Region under the "Linea R&S per Aggregazioni", the project aims at developing an innovative new family of single rapier positive weaving machines, managed by numerical control, capable of solving the many problems that characterise the use of traditional looms in various production niches of technical textiles, high-end clothing and home furnishing
- Diversity, 2015-2018: The Cloud Manufacturing and Social Software Based Context Sensitive Product-Service Engineering Environment for Globally Distributed Enterprise (Diversity) project aims at developing an innovative engineering environment and a set of methods/tools to support small and medium sized companies to develop PSSs (Product Service Systems) adopting the new mass-customization paradigm.
- Adaptive, 2015-2017: The project aims at developing technologies and solutions to enhance the ability of modern factories to be flexible and efficient, appropriately responding to unpredictable changes in market requests. In particular, it aims to the development of innovative devices and machines for supporting the as-autonomous-as-possible reconfiguration and adaptation of machinery and robots, as basis for supporting mass customized and highly personalized products and fast reactions to shifts of market demands.
- Touchplant, 2014-2015: the project aims at identifying a list of KPIs and implementing an integrated monitoring system for control automatic assembly plants.
- ProSSaLiC, 2011-2015: an EU funded project (call FP7-PEOPLE-2010-IRSES) the project "Product-Service System across Life Cycle", aims at creating an international network of Universities to develop new competences and skills in Product-Service System (PSS) research area. The project involves the following universities: the University of Bergamo and the University of Florence (Italy), Ort Braude College (Israel), il Shenkar College Of Engineering And Design (Israel), Tokyo Metropolitan University (Japan), Aalborg Universitet (Denmark), Universidade Federal Do Rio Grande (Brazil Do Sul), the School of Management - University of South Australia (Australia), Cranfield School of Management (UK), I Mays Business School - Texas A&M University (USA).

**OTHER RESEARCH PROJECTS****VISITING PERIODS**

*Visiting Research Fellow from 2009 to 2011*

Centre for Business Performance della Cranfield School of Management, University of Cranfield (UK). Research Project: "Transformation to servitized organisational forms" [IMRC 154] (oct.-dec. 2010).

**MAIN INDUSTRIAL PROJECTS  
(2015-2019)**

Year	Company	Project
2015	Vitart Spa	Plant re-layout
2016	Nuova Termostampi Spa	Lean production and process improvement
2016	Omar Lift Srl	Lean Six Sigma
2016	Bossong Spa	Lean techniques for production, purchasing and logistics
2016	Bianchi Industry Spa	Vending technology & lean automation
2017	Cattaneo Meccanica SpA	The technological integration of a production process
2017	Sei SpA	Lean laser manufacturing
2017	APA Group Srl	E-commerce and automatic warehouse
2017	Omar Lift Srl	The adoption of a LSS production system
2018	Prima Comunicazione	Process optimization through the adoption of lean manufacturing
2019	Persico Industrial	Assessment of the organization of production and the staff involvement
2019	SMIPack SpA	Assessment of the applicability of the main lean techniques for workplace and production flows optimization
2019	Technodal Srl	Implementation of lean manufacturing principles

**MAIN TEACHING ACTIVITIES*****in Italian (at University of Bergamo)***

- Gestione degli Impianti Industriali (2011-2012, 2012-2013, 2013-2014, 2014-2015, 2015-2016, 2016-2017, 2017-2018, 2018-2019)
- Gestione della Produzione Industriale (2005-2006, 2006-2007, 2007-2008, 2008-2009, 2009-2010, 2010-2011)
- Gestione delle Operations (2008-2009)
- Impianti industriali (2005-2006, 2006-2007, 2007-2008, 2008-2009)
- Impianti meccanici (2009-2010, 2010-2011, 2014-2015, 2015-2016, 2016-2017, 2017-2018, 2018-2019)
- Impianti meccanici 2 (2005-2006, 2006-2007, 2007-2008, 2008-2009, 2009-2010, 2010-2011),

***in English (at University of Bergamo)***

- Supply and Service Chain Management (2011-2012, 2012-2013, 2013-2014, 2014-2015)
- Lean Manufacturing (2017-2018, 2018-2019)

***PhD Courses***

Lifecycle management of innovative products and services

DREAMT - Dottorato di Ricerca in Economics And Management of

## MAIN TEACHING ACTIVITIES

Technology

(jointly organised by: University of Pavia & University of Bergamo)

Year: 2014 - 2015 - 2016 - 2017

### **Masters (in Italian)**

“Tecniche di Lean Production”

Master Universitario in Lean Manufacturing, University of Trieste

Year: 2009 - 2010 - 2011

“Progettazione e gestione dei sistemi di produzione e servizio”

Executive Master in Engineering, Contracting e Management dei progetti,

MIP, Politecnico di Milan

Year: 2008 - 2009 - 2010 - 2011

“Metodi e strumenti per la progettazione degli impianti industriali”

“Principi di progettazione e gestione degli impianti industriali”,

MEC - Master universitario in Engineering and Contracting, MIP, Politecnico of Milan

Year: 2004 - 2005 - 2006 - 2007

“Tecniche e Strumenti di Project Management”

Master Universitario in Tecnologie e processi della filiera tessile

School of Management, University of Bergamo

Year: 2012 - 2015 - 2016

“Gestione dei progetti tessili”,

Master Universitario in Tecnologie e processi tessili,

School of Management, University of Bergamo

Year: 2017 - 2018 - 2019

“Tecniche e Strumenti di Project Management”

MeGMI - Master Universitario in Gestione della Manutenzione Industriale,

jointly organised by: University of Bergamo & MIP, Politecnico of Milan

Year: 2006 - 2007 - 2008 - 2009 - 2010 - 2011 - 2012 - 2013 - 2014 - 2015 - 2016 - 2017 - 2018 - 2019

“Ingegneria della manutenzione - Introduzione al 6 sigma”

MeGMI - Master Universitario in Gestione della Manutenzione Industriale

jointly organised by: University of Bergamo & MIP, Politecnico of Milan

Year: 2012 - 2013 - 2014

“Gestione servizio assistenza tecnica - La progettazione e l'ingegnerizzazione dei servizi”

MeGMI - Master Universitario in Gestione della Manutenzione Industriale

jointly organised by: University of Bergamo & MIP, Politecnico of Milan

Year: 2016

“Gestione dei servizi”

Master in Management, Banking, Contesto e Tendenze nello scenario della Complessità

School of Management, University of Bergamo

Year: 2015

**ITS/IFTS s (in Italian)**

“Tecniche di Lean Thinking and Manufacturing”

IFTS - Tecniche avanzate di progettazione digitale, stampa 3D e realizzazione CAD-CAM

Istituto “Leonardo da Vinci” – Bergamo

Year: 2017

“Strategia e organizzazione nelle aziende di servizio”

ITS: Tecnico superiore per la gestione del servizio post vendita e per la manutenzione del mezzo – Last, fondazione dell'Istituto tecnico Superiore area tecnologica della mobilità sostenibile-logistica e sistemi e servizi innovativi per la mobilità di persone e merci.

Year 2016 – 2017 – 2018 – 2019

**INSTITUTIONAL ROLES**  
**MEMBERSHIPS**

- Board Member of SdM, the School of Management of the University of Bergamo.
- Vice President of the “Consiglio di Corso di Studi (CCS)” in Mechanical Engineering at the University of Bergamo.
- Erasmus+ program representative for Industrial Systems Engineering, University of Bergamo
- Faculty member of the PhD program in Economics and management of technology (DREAMT), a jointly initiative of the University of Pavia and the University of Bergamo, and contact person of the track “Innovation and Technology Management” (2015-2016-2017)
- Faculty member of the PhD program in Technology, Innovation and Management (TIM) a jointly initiative of the University of Naples “Federico II” and the University of Bergamo (2018-2019).
- Member of AIDI (Associazione Italiana dei Docenti di Impianti Industriali)
- Member of the Scientific Committee of Logistica Management (magazine)
- ViceChair Europe of IFIP Working Group 5.7 | Advances in Production Management Systems and coordinator of the Special Interest Group in Service Engineering.

**EDUCATION**

*Graduated in 1996 in Management and Production Engineering at the Politecnico di Milano with a thesis titled Hybrid Genetic Algorithms for a Multiple-Objective Scheduling Problem.*

**LANGUAGES**

MOTHER TONGUE **ITALIAN**  
OTHER LANGUAGES **ENGLISH**  
**FRENCH**

**PC**

Microsoft Office (Word, Excel, Power Point, Access, Visio, Project), programming languages: SQL, CICS, Visual Basic, Pascal. Plant simulation (ARENA, SIMUL8). Process mapping (ARIS, E-SCOR)

**OTHER**

Music: piano and clarinet  
Licence driver: B

In compliance with the GDPR 679/16 - European regulation on the protection of personal data and the Italian Legislative Decree no. 196 dated 30/06/2003, I hereby authorize to use and process my personal details contained in this document.

Dalmine (BG), 05<sup>th</sup> September 2019

A handwritten signature in dark ink, reading "Paolo Gaiardelli". The signature is written in a cursive style with a small dot at the end.