Margherita PAGANI

Professor

Academy: Digitalization

Research center: Marketing Interactions

Campus: Paris

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Research interests

Artificial Intelligence for Business, Consumer behavior and new technologies (chatbots, robotics, AR), digital platforms, social media marketing, value creation and capture in digital ecosystems

Education

2016	HDR in Sciences de Gestion, Université d'Évry, France
2015	Ph.D. in Management, Université Jean Moulin Lyon 3, France
1995	MSc in Business Administration, Bocconi University, Italy
2006	Certificate in Data and Models in Engineering Science and Business (Part 1), Massachusetts Institute of Technology (MIT), United States of America
2006	Certificate in Data and Models in Engineering Science and Business (Part 2), Massachusetts Institute of Technology (MIT), United States of America
2005	Certificate in Individual Choice Behavior: Theory and Application of Discrete Choice Analysis, Massachusetts Institute of Technology (MIT), United States of America

Experience

Full-time academic positions

Since 2023	Advisor for European Economic and Social Committee - CCMI Consultative Commission on Industrial Change - Initiative on virtual worlds such as meta verse, European Economic and Social Committee (EESC), Belgium
Since 2021	Professor of Digital and Artificial Intelligence in Marketing, SKEMA Business School, France
2017 - 2021	Professor of Digital Marketing, EM Lyon Business School, France
2013 - 2017	Associate Professor - Department Markets and Innovation, EM Lyon Business School, France
2006 - 2013	Assistant Professor, Management Department, Bocconi University, Italy

Other academic affiliations and appointments

Since 2025	Responsible for the track "AI for Business" - PhD in Management, SKEMA Business School, France
Since 2022	Head of SKEMA Research Center for Artificial Intelligence, SKEMA Business School, France
2022 - 2023	Associate Dean SKEMA AI School for Business, SKEMA Business School, France

Other academic affiliations and appointments

2018 - 2021	Founder and Director AIM Research Center on Artificial Intelligence in Value Creation - Institute for Artificial Intelligence in Management, EM Lyon Business School, France
2018 - 2021	Founder and Academic Co-Director Master of Science in Digital Marketing and Data Science, EM Lyon Business School, France
2008 - 2011	MIT Sloan Research Affiliate, Massachusetts Institute of Technology (MIT), United States of America

Research grants, Awards and Honors

Awards and Honors

2026	Research Excellence Award, SKEMA Business School, France
2026	2025 Journal of Interactive Marketing Best Paper Award, AMA American Marketing Association
2026	Top 10 most cited articles of 2024 in the British Journal of Management - Article "The Rise of Human-Machine Collaboration: Managers' Perceptions of Leveraging Artificial Intelligence for Enhanced B2B Service Recovery", WILEY, United States of America
2025	Top 2% of highly cited scientists globally for 2024 by Elsevier, United States of America
2025	Special Award for Outstanding Contributions to Interdisciplinarity, SKEMA Business School, France
2025	Research Excellence Award, SKEMA Business School, France
2024	Top 2% of highly cited scientists globally for 2023 by Elsevier
2023	Top 2% of highly cited scientists worldwide for 2022 by Stanford University and Elsevier ranking
2023	"International Marketing Trends" Award as distinguished Scholar
2020	Top five preferred article published in Harvard Business Review France “article Pagani M, Champion R. (2020) Intelligence Artificielle: quelles compétences pour le manager de demain? December 2020, Harvard Business Review France
2014	finalist for the Best European Paper among all papers published in MISQuarterly and Information Systems Research in 2013 - paper Pagani M. (2013) "Digital business strategy and value creation: framing the dynamic cycle of control points" MISQuarterly and Information Systems Research
2013	"Honorable Mention" by Business Horizons and Elsevier "Best articles" category published in 2012 for the article Rhom A., Gao, T. Sultan F., Pagani M. (2012) "Brand in the hand: a cross-market investigation of consumer acceptance of Mobile Marketing", Business Horizon and Elsevier
2009	Award "Academic of the Year" (for the research activity and publications in the mobile marketing field), Mobile Marketing Association
2005	Award for distinctive academic research â€“ period 2004-2006, Bocconi University
2000	Award "Most downloaded paper" recognized by the The International Journal on Media Management to the published article "Interactive television a model of analysis of Business Economic Dynamics", The International Journal on Media Management

Research Grants

2002 Research Grant (2002-2008) from Foundation Tronchetti Provera "Value chain dynamics and concept engineering in the development of next generation mobile", Foundation Silvio Tronchetti Provera, Italy

Publications

Peer-reviewed journal articles

PAGANI, M. and XIE, L. (2026). Customer Experiences in Branded Metaverse Events: Effects of Brand Equity. *Journal of Interactive Marketing*, 61(1), pp. 1–24.

AHUVIA, A., BAE BRANDTZAEG, P., KÖLES, B., PAGANI, M., MALHOTRA , A., IZBERK-BILGIN, E. ... BELK, R. (2026). Reimagining Human-AI Relationships: A Positive Future for Chatbots, Social AI, and the Phygital Sel. *Journal of Macromarketing*, 46(3), pp. 308 - 325.

PAGANI, M. and EL SAWY, O. (2026). Challenges of Boundaryless Metaverses: Implications for IS Research. *European Journal of Information Systems*, 35(4), pp. 765-783.

PAGANI, M. and WIND, Y. (2026). Marketing with AI:Unlocking New Paradigms. *Keller Center Research Report*, 19(1), pp. 18-21.

SORIN, N. and PAGANI, M. (2026). The role of task breadth and cognitive flexibility in generative AI-supported creative idea generation. *Technovation*, 153, pp. 103540.

LANZOLLA, G., PAGANI, M. and TUCCI, C. (2026). Scaling AI With Adaptive Governance. *MIT Sloan Management Review*, 67(4), pp. 8-14.

PAGANI, M. and WIND, Y. (2025). Unlocking Marketing creativity using Artificial Intelligence. *Journal of Interactive Marketing*, 60(1), pp. 25-43.

AMEEN, N., PAGANI, M., PANTANO, E., CHEAH, J., TARBA, S. and XIA, S. (2025). The Rise of Human–Machine Collaboration: Managers' Perceptions of Leveraging Artificial Intelligence for Enhanced B2B Service Recovery. *British Journal of Management*, 36(1), pp. 91-109.

PAGANI, M. and DAVENPORT, T.H. (2024). How AI Changes Partner Collaboration. *MIT Sloan Management Review*, (Reprint #66326).

DWIVEDI, Y., KSHETRI, N., HUGHES, L., PAGANI, M., SLADE, E.L., KAR, A.K. ... BABDULLAH, A. (2023). So what if ChatGPT wrote it? Multidisciplinary perspectives on opportunities, challenges and implications of generative conversational AI for research, practice and policy. *International Journal of Information Management*, 71, pp. 102642.

YORAM (JERRY) WIND, W., PANDYA, M., PAGANI, M. and DISCHLER, J. (2023). 3 Visions of the Future of AI for Customer Engagement: 2027 Scenarios. *Management and Business Review*, 3(1&2), pp. 159-164.

PARDO, C., PAGANI, M. and SAVINIEN, J. (2022). The strategic role of social media in business-to-business contexts. *Industrial Marketing Management*, 101, pp. 82-97.

PAGANI, M., MIRIC, M. and EL SAWY, O. (2021). The octopus effect: when and who platform companies acquire. *LSE Business Review - The London School of Economics Politica Science*.

MIRIC, M., PAGANI, M. and EL SAWY, O. (2021). When and Who Do Platform Companies Acquire? Understanding the Role of Acquisitions in the Growth of Platform Companies. *MIS Quarterly*, 45(4), pp. 2159-2174.

ANDRÉ BOUKHRISS, S. and PAGANI, M. (2021). What makes robots appear to have a mind? Customer reactions to robot anthropomorphism in frontline service. *Advances in Consumer Research*, 49, pp. 134-137.

PARDO, C., SVEN IVENS, B. and PAGANI, M. (2020). Are products striking back? The rise of smart products in business markets. *Industrial Marketing Management*, 90, pp. 205-220.

PAGANI, M. and CHAMPION, R. (2020). Making Sense of the AI Landscape. *Harvard Business Review*.

PAGANI, M., RACAT, M. and HOFACKER, C.F. (2019). Adding Voice to the Multichannel and How that Affects Brand Trust. *Journal of Interactive Marketing*, 48, pp. 89-105.

PAGANI, M. (2018). "Chance favors the connected mind": Tribute to a world class editor. *Industrial Marketing Management*, 69, pp. 131-132.

GODINHO, P., MOUTINHO, L. and PAGANI, M. (2017). A Memetic Algorithm for Maximizing Earned Attention in Social Media. *Journal of Modelling in Management*, 12(3), pp. 364-385.

PAGANI, M. and MALACARNE, G. (2017). Experiential engagement and active vs.passive behavior in mobile location-based social networks: the moderating role of privacy. *Journal of Interactive Marketing*, 37, pp. 133-148.

FORTES, N., RITA, P. and PAGANI, M. (2017). The effects of privacy concerns, perceived risk and trust on online purchasing behavior. *International Journal of Internet Marketing and Advertising*, 11(4), pp. 307-329.

PAGANI, M. and PARDO, C. (2017). The impact of digital technology on relationships in a business network. *Industrial Marketing Management*, 67, pp. 185-192.

BORGES, M., RITA, P. and PAGANI, M. (2015). An exploratory study into the determinants od adoption of Mobile TV services : an integral value perspective. *International Journal of Electronic Business*, 12(1), pp. 70-94.

VERNUCCIO, M., PAGANI, M., BARBAROSSA, C. and PASTORE, A. (2015). Antecedents of brand love in online network-based communities. A social identity perspective. *Journal of Product and Brand Management*, 24(7), pp. 706-719.

PAGANI, M., GOLDSMITH, R. and PERRACCHIO, A. (2015). Standardization vs. Adaptation: consumer reaction to TV ads containing subtitled or English dubbed ads. *International Journal of Advertising*, 34(4), pp. 702-714.

GAO, T., PAGANI, M., SULTAN, F. and PAGANI, M. (2013). Consumers un-tethered: A three market empirical Study of Consumers' mobile marketing acceptance. *Journal of Business Research*, 66(12), pp. 2536-2544.

GAO, T., PAGANI, M., SULTAN, F. and PAGANI, M. (2013). Consumers un-tethered: A three market empirical Study of Consumers' mobile marketing acceptance. *Journal of Business Research*, 66(12), pp. 2536-2544.

PAGANI, M. (2013). Digital business strategy and value creation: framing the dynamic cycle of control points. *MIS Quarterly*, 37(2), pp. 617-632.

PAGANI, M., GOLDSMITH, R. and HOFACKER, C.H. (2013). Extraversion as a stimulus for user-generated content. *Journal of Research in Interactive Marketing*, 7(4), pp. 242-256.

PAGANI, M. and OTTO, P. (2013). Integrating Strategic Thinking and Simulation into Marketing Strategy: Seeing the whole system. *Journal of Business Research*, 66(9), pp. 1568-1575.

GOLDSMITH, R., PAGANI, M. and LU, X. (2013). Social Network Activity and Contributing to an Online Review Site. *Journal of Research in Interactive Marketing*, 7(2), pp. 100-118.

RHOM, A., GAO, T., SULTAN, F. and PAGANI, M. (2012). Brand in the hand: a cross-market investigation of consumer acceptance of Mobile Marketing. *Business Horizons*, 55(2012), pp. 485-493.

PAGANI, M. (2011). L'influenza dei fattori contestuali sull'usabilità percepita dei terminali mobili. *Finanza Marketing Produzione*, 1(2011), pp. 62-81.

PAGANI, M. and MIRABELLO, A. (2011). The Influence of Personal and Social-Interactive Engagement in Social TV Web Sites. *International Journal of Electronic Commerce*, 16(2), pp. 41-67.

PAGANI, M., HOFACKER, C.F. and GOLDSMITH, R. (2011). The influence of personality on Active and Passive use of Social Networking Sites. *Psychology and Marketing*, 28(5), pp. 441-456.

PAGANI, M. and HOFACKER, C. (2011). Use and Participation in Virtual Social Networks: a Theoretical Model. *International Journal of Virtual Communities and Social Networking*, 2(1), pp. 1-17.

PAGANI, M. (2011). When usefulness does not matter : affective versus cognitive components in the adoption of mobile TV services. *International Journal of Mobile Marketing*, 6(1), pp. 5-26.

PAGANI, M. (2009). Nouvelle chaîne de valeur pour le sans-fil de troisième génération : attractivité du marché et changements d'avantages concurrentiels. *Revue Française du Marketing*, 222(2/5), pp. 5-20.

PAGANI, M. (2009). Roadmapping 3G mobile TV: strategic thinking and scenario planning through repeated cross impact handling. *Technological Forecasting and Social Change*, 76(3), pp. 382-395.

PAGANI, M. (2008). A Value-Choice model to forecast market consequences of 3G mobile service design decisions. *International Journal of Mobile Marketing*, 3(1), pp. 23-31.

PAGANI, M. and FINE, C.H. (2008). Value Network Dynamics in 3G-4G Wireless Communications: a System Thinking approach to the Strategic Value Assessment Model. *Journal of Business Research*, 61(11), pp. 1102-10112.

PAGANI, M. (2007). A market model measuring user adoption of third generation wireless multimedia services. *Revista Romana de Marketing*, 1(2007), pp. 103-123.

PAGANI, M. (2007). A vicarious innovativeness scale in the domain of 3G mobile services: integrating the Domain Specific Innovativeness Scale with psychological and rational indicators. *Technology Analysis and Strategic Management*, 19(6), pp. 709-728.

PAGANI, M. (2006). Challenges of usability evaluations in the emerging multimedia environment. *Journal of Information Science and Technology*, 3(3).

PAGANI, M. (2006). Determinants of adoption of High Speed Data Services in the business market: Evidence for a combined technology acceptance model with task technology fit model. *Information and Management*, 43(7), pp. 847-860.

PAGANI, M. (2004). Determinants of Adoption of Third Generation Mobile Multimedia services. *Journal of Interactive Marketing*, 18(3), pp. 46-59.

PAGANI, M. (2000). Interactive television: A model of analysis of business economic dynamics. *The International Journal on Media Management*, 2(1), pp. 25-37.

Books and book editor

PAGANI, M. [Ed] (2025). *Artificial Intelligence for Ecology Health and Education*. Edward Elgar Publishing, 200 pages.

PAGANI, M. and CHAMPION, R. [Eds] (2023). *Artificial Intelligence for Business Creativity*. First Edition ed. London: Routledge, 150 pages.

PAGANI, M. and CHAMPION, R. [Eds] (2021). *Artificial Intelligence for sustainable Value Creation*. Edward Elgar Publishing, 200 pages.

PAGANI, M. [Ed] (2008). *Encyclopedia of Multimedia Technology and Networking*. 2 ed. Hershey (PA): IGI Global, 1756 pages.

PAGANI, M. (2006). *Wireless technologies in a 3G-4G mobile environment: exploring new business paradigms*. EGEA, 228 pages.

PAGANI, M. [Ed] (2005). *Encyclopedia of Multimedia Technology and Networking*. 1st Edition ed. Hershaey (PA): IGI Global, 1104 pages.

PAGANI, M. [Ed] (2005). *Mobile and wireless systems beyond 3G: managing new business opportunities*. Hershey (PA): IGI Global, 398 pages.

PAGANI, M. (2005). *Multimedia and Interactive Digital TV: Managing the opportunities created by digital technologies*. Korean translation ed. Seoul: Communications Books, 240 pages.

PAGANI, M. (2003). *Multimedia and Interactive Digital Tv: managing the Opportunities Created by Digital Convergence*. IGI Global, 300 pages.

PAGANI, M. (2000). *La Tv nell'era digitale: le nuove frontiere tecnologiche e di marketing della comunicazione televisiva*. EGEA, 160 pages.

Book chapters

PAGANI, M. and WIND, Y. (2026). AI and Creativity. In: Riad Ladhari (ed.). *Encyclopedia of Artificial Intelligence in Marketing*. 1st ed. Cham: Springer, pp. 1-11.

PAGANI, M. and SORIN, N. (2025). AI and ecology: balancing technological advancements with environmental sustainability. In: Pagani M. (ed.). *Artificial Intelligence for cology Health and Education*. 1st ed. Cheltenham, UK · Northampton, MA, USA: Edward Elgar Publishing, pp. 8-24.

PAGANI, M. (2025). Introduction: Artificial Intelligence for a better world. In: Pagani M. (ed.). *Artificial Intelligence for Ecology Health and Education*. 1st ed. Cheltenham, UK · Northampton, MA, USA: Edward Elgar Publishing, pp. 1-6.

PAGANI, M., MILLER, S. and YORAM (JERRY) WIND, W. (2025). Reimagining education with AI. In: Pagani M. (ed.). *Artificial Intelligence for Ecology Health and Education*. 1st ed. Cheltenham, UK · Northampton, MA, USA: Edward Elgar Publishing, pp. 128-168.

PAGANI, M. (2025). Conclusions: unlocking the potential of Artificial Intelligence. In: Pagani M. (ed.). *Artificial Intelligence for Ecology Health and Education*. 1st ed. Cheltenham, UK · Northampton, MA, USA: Edward Elgar Publishing, pp. 169-173.

PAGANI, M., YORAM (JERRY) WIND, W. and STACEY LYNN SCHULMAN, S. (2023). Creativity and Innovation in the Age of AI. In: Pagani M. and Champion R. (ed.). *Artificial Intelligence for Business Creativity*. 1st ed. London: Routledge.

SORIN, N. and PAGANI, M. (2023). When Artificial Intelligence Systems help to inspire creative new venture ideas. In: Pagani M. and Champion R. (ed.). *Artificial Intelligence for Business Creativity*. 1st ed. London: Routledge.

PAGANI, M. and CHAMPION, R. (2023). Could Artificial Intelligence make us humans more creative? In: Pagani M. and Champion R. (ed.). *Artificial Intelligence for Business Creativity*. 1st ed. London: Routledge.

PAGANI, M. and CHAMPION, R. (2023). How AI can foster Business Creativity. In: Pagani M. and Champion R. (ed.). *Artificial Intelligence for Business Creativity*. 1st ed. London: Routledge.

PAGANI, M. and CHAMPION, R. (2023). Conclusions and Future Directions. In: Pagani M and Champion R. (ed.). *Artificial Intelligence for Business Creativity*. 1st ed. London: Routledge.

PAGANI, M. and CHAMPION, R. (2021). Creating Business Value through Human Centric AI. In: Margherita Pagani and Renaud Champion (ed.). *Artificial Intelligence for Sustainable Value Creation*. 1st ed. Edward Elgar Publishing, pp. 9-31.

PAGANI, M., EL SAVY, O. and MIRIC, M. (2021). Digital platform ecosystems: the coming context for AI. In: Pagani Margherita, Champion Renaud eds. *Artificial Intelligence for Sustainable Value Creation*. 1st ed. London: Edward Elgar Publishing, pp. 55-69.

Guest editor of a journal special issue

PAGANI, M. (2023). Special Double Issue : AI for Customer Engagement. *Management and Business Review*, 3(1&2), pp. 1-176.

Professional articles

PAGANI, M. and JABLOKOV, I. (2022). Et si l'IA pouvait aider à former une nouvelle génération de leaders créatifs? *Harvard Business Review France* October.

PAGANI, M. and IGOR JABLOKOV, J. (2022). L'Intelligenza Artificiale puo' stimolare la creatività'? *Harvard Business Review Italia* December, pp. 96-99.

PAGANI, M. and CHAMPION, R. (2021). Donner du sens au paysage de l'intelligence artificielle. *Harvard Business Review France*.

PAGANI, M. and CHAMPION, R. (2021). Le potentiel de l'IA pour une création de valeur durable. *Harvard Business Review France*.

PAGANI, M. and CHAMPION, R. (2021). Come l'Intelligenza Artificiale puo' aiutare a stimolare la creativita in azienda. *Harvard Business Review Italia*, pp. 106-108.

PAGANI, M. (2021). Comment l'IA peut booster la créativité de l'entreprise. *Harvard Business Review France*.

PAGANI, M. and CHAMPION, R. (2020). Intelligence artificielle: quelles compétences pour le manager de demain? *Harvard Business Review France*.

CONCA, V. and PAGANI, M. (2007). Rilevare gli ascolti della tv digitale tecniche e governance: un'indagine europea. *Problemi dell'Informazione*, pp. 158-175.

Non peer-reviewed journal articles

PAGANI, M. (2014). Business Models Disruptions in the Digital Broadcasting Industry. *Micro & Macro Marketing - il Mulino*, 23(1), pp. 55-68.

Editorials of a journal

PAGANI, M., YORAM (JERRY) WIND, W. and DISCHLER, J. (2023). MBR Special Issue - AI for Customer Engagement Introduction. *Management and Business Review*, 3(1&2), pp. 13-14.

PAGANI, M. (2021). Editoriale. Rethinking Marketing in the Age of AI. *Micro & Macro Marketing - il Mulino*, (3), pp. 503-507.

Conference proceedings

ANDRE, S. and PAGANI, M. (2023). Customer reactions to compensation after service robot failure.

ANDRE, S. and PAGANI, M. (2023). How should robots apologize to restore satisfaction after a service failure.

ANDRE, S. and PAGANI, M. (2023). When robots say sorry: the role of agency and feeling abilities.

ANDRE, S. and PAGANI, M. (2023). Should Robots apologize after a service failure? The role of perceived feelings abilities and agency.

SORIN, N. and PAGANI, M. (2022). Artificial Intelligence Systems: the Influence on Human Entrepreneurial Creativity. *Academy of Management Proceedings*, 2022(1), pp. 12146.

ANDRE, S. and PAGANI, M. (2021). Customer reaction to robot anthropomorphism in frontline service.

ANDRE, S. and PAGANI, M. (2021). What makes robots appear to have a mind?

SORIN, N. and PAGANI, M. (2021). The influence of artificial intelligence systems on cognitive flexibility and entrepreneurial creativity.

ANDRE, S. and PAGANI, M. (2021). Frontline robots anthropomorphism: effects on customer's emotional response and behavioral intention.

PAGANI, M., VERLEYE, K., LARIVIERE, B. and AIROLDI, M. (2019). Hello robot! Customer responses to robotization in core service encounters.

PAGANI, M., VERLEYE, K., LARIVIERE, B. and AIROLDI, M. (2019). Hello robot! Customer responses to robotization in core service encounters.

PAGANI, M., SULTAN, F. and LABORDE, H. (2019). The impact of Artificial Intelligence on Value Creation in the financial industry.

PAGANI, M. (2018). Disentangling the privacy paradox: the role of trusting beliefs in the online social network.

PAGANI, M. (2018). Privacy and trusting beliefs in the online social network.

PAGANI, M. and PARDO, C. (2016). How does digitalization change business networks.

Keynote speaker

PAGANI, M. (2026). AI, Creativity, and Immersive Worlds: Rethinking Boundaries in IS Research. In: Association for Information Systems (AIS) - Immersive Digital Environments SIG Webinar (joint with the Digital Organisation and Society Research Center).

PAGANI, M. (2026). From Generative AI to the Agentic EconomyRethinking Management, Creativity, and Governance. In: Transforming Management in the Era of Post-Globalization and Agentic Economy - Societa' Italiana di Management (Annual Event). Pavia.

PAGANI, M. and YORAM (JERRY) WIND, W. (2026). The creative advantage: how smart organizations are using AI to unlock not replace human creativity. In: AI & Analytics Insights - Wharton Webinar Series. Wharton - University of Pennsylvania.

PAGANI, M. (2025). Keynote Speech "Reimagining Education with AI ". In: Plenary Session - Artificial Intelligence in Education - Latvia University. Latvia.

PAGANI, M. (2025). Key Note Speech "Artificial Intelligence in Corporate and Marketing Communication: Trends, Challenges and Future Opportunities". In: CMC 2025 - 29th International Conference on Corporate and Marketing Communication. Birmingham.

PAGANI, M. (2025). Unlocking creativity usine Artificial Intelligence. In: VI International Congress on Law and Artificial Intelligence (VI CIDIA). Belo Horizonte.

PAGANI, M. (2025). Keynote Speech "AI with Purpose: from Business Creativity to Ecology Health and Education". In: RAISE Event. Genoa.

Conference presentations

PAGANI, M. (2026). Organizing AI-enabled virtual worlds: platforms, power, and governance. In: Academy of Management (AOM) - Panel symposium. Philadelphia.

PAGANI, M. (2025). Book presentation "Artificial Intelligence for Ecology Health and Education " and roundtable. Suresnes.

FEUILLET, C., POULINGUE, G., DOU, W., OKOLI, C. and PAGANI, M. (2023). Axes de développement avec l'IA dans une école globale. In: Symposium L'IA dans l'éducation. Montréal.

PAGANI, M. (2023). Consumer and Industrial Metaverse: Policy and Practice Implications. In: Economic Statecraft and Industrial Policy - Berkeley University. Berkeley.

ANDRE, S. and PAGANI, M. (2021). Customer reaction to robot anthropomorphism in frontline service. In: SophI.A Summit 2021 Conference. Sophia.

ANDRE, S. and PAGANI, M. (2021). What makes robots appear to have a mind? In: Association for Consumer Research Conference. Virtual.

ANDRE, S. and PAGANI, M. (2021). Frontline robots anthropomorphism: effects on customer's emotional response and behavioral intention. In: European Marketing Academy Conference. Virtual.

KAKAR, A., PAGANI, M. and CHAUDHURI, A. (2021). The influence of artificial intelligence systems on cognitive flexibility and entrepreneurial creativity. In: SophI.A Summit 2021 Conference. Sophia.

PAGANI, M., VERLEYE, K. and LARIVIERE, B. (2019). Hello robot! Customer responses to robotization in core service encounters. In: TPM Theory and Practice in Marketing. New York.

PAGANI, M., SULTAN, F. and LABORDE, H. (2019). The impact of Artificial Intelligence on Value Creation in the financial industry. In: Marketing Science conference. Rome.

PAGANI, M., VERLEYE, K. and LARIVIERE, B. (2019). Hello robot! Customer responses to robotization in core service encounters. In: Marketing Science conference. Rome.

PAGANI, M. (2018). Privacy and trusting beliefs in the online social network. In: Marketing EDGE. Amsterdam.

PAGANI, M. (2018). Disentangling the privacy paradox: the role of trusting beliefs in the online social network. In: GAMMA Conference. Tokyo.

PAGANI, M. and PARDO, C. (2016). How does digitalization change business networks. In: EMAC Conference (European Marketing Academy). Oslo.

Faculty research seminar presentations

PAGANI, M. (2026). Unlocking business creativity using Artificial Intelligence. In: Research Seminar to the Management Department, LUISS Business School. Rome.

PAGANI, M. (2026). AI and Managerial Creativity. In: SDA Bocconi. Milan.

PAGANI, M. (2025). Unlocking Business Creativity Using Artificial Intelligence. In: Faulty Seminar Bristol University. Bristol.

PAGANI, M. (2024). Unlocking Marketing Creativity using Artificial Intelligence. In: Internal seminar emlyon business school. Lyon.

PAGANI, M. (2024). Unlocking Business Creativity Using Artificial Intelligence. In: Internal Seminar - Birmingham University. Birmingham.

PAGANI, M. (2023). Intelligenza Artificiale e Innovazione di Marketing. In: SIM Societa' Italiana Marketing.

PAGANI, M. (2022). Enhanced Creativity using Artificial Intelligence. In: Enhanced creativity using Artificial Intelligence. SKEMA Montreal.

PAGANI, M. (2022). Artificial Intelligence and Marketing creativity: the role of the modern CMO. In: Faculty seminar. Bayes Business School, London.

Press and social media

PAGANI, M. (2026). Echec ou "repositionnement strategique"... Pourquoi OpenAI a arreté Sora, son appli "révolutionnaire" de vidéo IA. *20minutes*.

PAGANI, M. (2026). Il chatbot protagonista del Customer Journey. *UpTrade* January-February 2026.

PAGANI, M. and WIND, Y. (2025). Unlocking Marketing Creativity with AI: The Future of Innovation. SAGE Perspectives.

PAGANI, M. (2025). Documentary - L'IA et nos cerveaux - Journal. Paris: ARTE , France.

PAGANI, M. (2025). L'Ia comme catalyseur pour une innovation augmentée. Paris: Xerfi Canal, France.

PAGANI, M. (2025). Collaborer grâce à l'IA pour l'innovation. Paris: Xerfi Canal, France.

PAGANI, M. (2025). Aaron Ahuvia:"People who fall in love with chatbots really fall in love". Paris: SKEMA ThinkForward, France.

PAGANI, M. (2024). Prof. Sotiris Manitsaris: "AI can redefine how music is performed". SKEMA ThinkForward, France.

PAGANI, M. (2024). Prof. Christopher Tucci:"Most companies are too slow in adopting AI". SKEMA ThinkForward, France.

PAGANI, M. (2024). Comment l'IA peut améliorer la créativité. Paris: Xerfi Canal, France.

PAGANI, M. (2024). Vinod Aggarwal: "AI is a unique technology, it challenges the core of humanity". SKEMA ThinkForward, France.

PAGANI, M. (2024). L'IA et la "business creativity". Paris: Xerfi Canal, France.

PAGANI, M. (2023). Nisreen Ameen: "It's not easy for humans to give up a task that they've been doing for many years and automate it to AI". Paris: SKEMA ThinkForward, France.

PAGANI, M. (2023). How to use Artificial Intelligence to increase business creativity? Paris: SKEMA ThinkForward, France.

PAGANI, M. (2023). Neil Maiden: "In business, creativity is seen as a nice tool, not a must-have". Paris: SKEMA ThinkForward, France.

PAGANI, M. (2023). Prof. Jerry Wind:"AI offers the opportunity to challenge the educational paradigm". Paris: SKEMA ThinkForward, France.

PAGANI, M. (2022). Elisabeth Hildt: "AI is about knowing what makes us human". SKEMA ThinkForward, France.

PAGANI, M. and CHAMPION, R. (2021). Interview with Margherita Pagani and Renaud Champion Co-Editors of the book Artificial Intelligence for Sustainable Value Creation. Paris: SKEMA ThinkForward, France.

Other research activities

Senior or associate editor

Since 2026	Journal of Management and Governance
Since 2021	Micro & Macro Marketing - il Mulino

Editorial board member

Since 2021	Business Management Review
Since 2020	Industrial Marketing Management

Reviewer for:

Industrial Marketing Management, Journal of Interactive Marketing, MIS Quarterly

Organization of a conference or a seminar

Since 2026	Invisible yet exposed: how generative AI represents people with invisible disabilities, SKEMA Business School, France
Since 2026	Political Economy and geopolitics of AI regulation - Prof. Annabelle Gawer, France
Since 2026	Predicting Behaviors with Large Language Model (LLM)-Powered Digital Twins of Customers - Prof. Shane Wang (Virginia Tech), SKEMA Business School, France
Since 2026	Gender AI as scaffolding: human-AI entanglement and dehumanization of customer service work - Prof. Katjia Einola (Stockholm School of Economics), SKEMA Business School, France
Since 2025	Seminar prof. Giambattista Dagnino, SKEMA Business School, France
Since 2025	Conference "Artificial Intelligence for Ecology, Health and Education", SKEMA Business School, France
Since 2022	Seminar Prof. O. El Savy (University of Southern California) - Research Center Ai for Sustainable Value, SKEMA Business School, France
2024	Towards an Ethics by design in AI?, SKEMA Business School, France
2023	Creativity-on-demand: Co-creative AI products to augment the creativity of work professionals - Prof. Neil Maiden (Bayes Business School), SKEMA Business School, France
2023	Scalability in Digital Transformation: The Case of AI - Prof. Nisreen Ameen (Royal Holloway), SKEMA Business School, France
2023	Conference - Economic Statecraft and Industrial policy - Berkeley University, University of California, Berkeley, United States of America
2023	AI enabled new educational paradigm - prof. Yoram Jerry Wind (Wharton), SKEMA Business School, France
2023	Algorithmic management at work beyond the gig-economy: from practices to theory (and regulation) Prof. Antonio Aloisi (IE Law School), SKEMA Business School, France
2023	Repairing AI for Environmental Justice - Nosing Does (MC2I) nd Isabelle Tudor (CapGemini), SKEMA Business School, France
2022	Seminar Prof. G. Lanzolla (Bayes Business School) - Research Center on AI for Sustainable Value, SKEMA Business School, France
2022	Workshop "Ethics of Public Robots and Artificial Intelligence", SKEMA Business School, France
2022	Seminar Prof. Shamir Ariel (Reichman University) - Research centre on Ai for Sustainable Value, SKEMA Business School, France
2022	Seminar Prof. Annabelle Gawer (Surrey University) - Research Center on AI for Sustainable Value, SKEMA Business School, France
2022	Seminar Prof. Elisabeth Hildt (Illinois Institute of Technology) - Research Center on AIfor Sustainable Value, SKEMA Business School, France
2022	Workshop "The Future of Customer Engagement Driven by AI" - organised in New York Meta, SKEMA Business School, France

Affiliations

Since 2022	Ambassador representing SIM (Italian Society of Marketing) in AFM (Association Franchise de Marketing), Association Française de Marketing (AFM)
Since 2022	Member International Board, Association Française de Marketing (AFM), France

PhD supervision

Since 2025	H. AWAN, SKEMA Business School, PhD thesis, Thesis director
Since 2025	H. AWAN, SKEMA Business School, PhD thesis, Thesis director
Since 2024	M. RABEYA CUARTAS, SKEMA Business School, PhD thesis, Thesis director

Since 2022	L. XIE, SKEMA Business School, PhD thesis, Thesis director
2026	J. (. KARNASUTA-THONGBORISUTE, PhD thesis, Thesis Reviewer
2026	N. SORIN, SKEMA Business School, PhD thesis, Thesis director
2025	T. TEYCHENIÉ, PhD thesis, Thesis Reviewer
2024	A. HAIDAR, MINES ParisTech - Ecole des Mines de Paris, PhD thesis, Thesis Reviewer
2024	A. KAKAR, Durham University Business School, Post-graduate dissertation, Thesis co-director
2024	S. ANDRE, Université Jean Moulin Lyon 3, PhD thesis, Thesis director
2021	C. GIRI, University of Böras, PhD thesis, Thesis jury member
2021	J.-M. J. MATHEWS, Université Paris-Saclay, PhD thesis, Thesis jury member
2020	M. LEBAN, ESCP Business School, PhD thesis, Thesis Reviewer
2019	Z. ZHONG, MINES ParisTech - Ecole des Mines de Paris, PhD thesis, Thesis jury member
2013	M. BORGES, ISCTE - Instituto Universitario de Lisboa, PhD thesis, Thesis co-director
2007	M. HUURROS, Aalto University School of Economics, PhD thesis, Thesis Reviewer

Other academic activities

Since 2024	Expert CY Initiative - CY Generations - CY Cergy Paris Université, Université de Cergy-Pontoise, France
Since 2023	Research Affiliate Berkeley APEC Study Center (BASC), University of California, Berkeley, United States of America
2025	Evaluator for professor promotion, Yarmouk University, Jordan
2025	Evaluator for professor promotion, Yarmouk University, Jordan
2024 - 2025	Track Chair Human Centric Artificial Intelligence and Digital Marketing - American Marketing Association Summer Conference - Chicago, American Marketing Association (AMA), United States of America
2023 - 2024	International Assessment Board Member - Irish Research Council - Government of Ireland, Irish Research Council - Government of Ireland, Ireland

Professional Activities

Other professional activities

Since 2023	Expert European Economic and Social Committee
2023	Expert Advisor European Economic Social Committee, European Economic and Social Committee (EESC), Belgium