# Margherita PAGANI

Professeur

Académie : Digitalisation

Centre de recherche : Marketing Interactions

Campus : Paris

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## Intérêts de recherche

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

## Formation

| | |
|---|---|
| 2016 | HDR en 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, Italie |
| 2006 | Certificate in Data and Models in Engineering Science and Business (Part 1), Massachusetts Institute of Technology (MIT), Etats-Unis d'Amérique |
| 2006 | Certificate in Data and Models in Engineering Science and Business (Part 2), Massachusetts Institute of Technology (MIT), Etats-Unis d'Amérique |
| 2005 | Certificate in Individual Choice Behavior: Theory and Application of Discrete Choice Analysis, Massachusetts Institute of Technology (MIT), Etats-Unis d'Amérique |

## Expérience Professionnelle

### *Positions académiques principales*

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|---|---|
| Depuis 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), Belgique |
| Depuis 2021 | Professeur en Digital et Intelligence Artificielle pour 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, Italie |

### *Autres affiliations académiques*

| | |
|---|---|
| Depuis 2025 | Responsible for the track "AI for Business" - PhD in Management, SKEMA Business School, France |
| Depuis 2022 | Head of SKEMA Research Center for Artificial Intelligence, SKEMA Business School, France |

### *Autres affiliations académiques*

| | |
|---|---|
| 2022 - 2023 | Associate Dean SKEMA AI School for Business, SKEMA Business School, France |
| 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), Etats-Unis d'Amérique |

## Contrats de recherche, prix et distinctions

### *Prix et distinctions*

| | |
|---|---|
| 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, Etats-Unis d'Amérique |
| 2025 | Top 2% of highly cited scientists globally for 2024 by Elsevier, Etats-Unis d'Amérique |
| 2025 | Special Award for Outstanding Contributions to Interdisciplinarity, SKEMA Business School, France |
| 2025 | Research Excellence Award, SKEMA Business School, France |
| 2024 | Top 2% des scientifiques les plus cités au niveau mondial pou l'année 2023 par Elsevier |
| 2023 | Top 2% of scientifiques les plus cités au niveau mondial pour l'année 2022 par Stanford University etnd 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 - 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 |

### *Contrats de recherche*

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, Italie

## Publications

### *Articles académiques revus*

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

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

SORIN, N. et 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. et TUCCI, C. (2026). Scaling AI With Adaptive Governance. *MIT Sloan Management Review*, 67(4), pp. 8-14.

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

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

PAGANI, M., RACAT, M. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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. et 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.

### *Ouvrages et édition d'ouvrages*

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

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

PAGANI, M. et 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.

### *Chapitres d'ouvrage*

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

PAGANI, M. et SORIN, N. (2025). AI and ecology: balancing technological advancements with environmental sustainability. Dans: 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. Dans: 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. et YORAM (JERRY) WIND, W. (2025). Reimagining education with AI. Dans: 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. Dans: 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. et STACEY LYNN SCHULMAN, S. (2023). Creativity and Innovation in the Age of AI. Dans: Pagani M. and Champion R. (ed.). *Artificial Intelligence for Business Creativity*. 1st ed. London: Routledge.

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

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

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

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

PAGANI, M. et CHAMPION, R. (2021). Creating Business Value through Human Centric AI. Dans: 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. et MIRIC, M. (2021). Digital platform ecosystems: the coming context for AI. Dans: Pagani Margherita, Champion Renaud eds. *Artificial Intelligence for Sustainable Value Creation*. 1st ed. London: Edward Elgar Publishing, pp. 55-69.

### *Editeur invité d'un numéro spécial*

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

### *Articles professionnels*

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

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

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

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

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

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

### *Articles académiques non revus*

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

### *Editoriaux d'une revue*

PAGANI, M., YORAM (JERRY) WIND, W. et 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.

### *Actes d'une conférence*

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

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

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

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

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

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

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

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

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

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

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

PAGANI, M., SULTAN, F. et 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. et PARDO, C. (2016). How does digitalization change business networks.

### *Conférencier invité*

PAGANI, M. (2026). AI, Creativity, and Immersive Worlds: Rethinking Boundaries in IS Research. Dans: 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. Dans: Transforming Management in the Era of Post-Globalization and Agentic Economy - Societa' Italiana di Management (Annual Event). Pavia.

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

PAGANI, M. (2025). Keynote Speech "Reimagining Education with AI ". Dans: 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". Dans: CMC 2025 - 29th International Conference on Corporate and Marketing Communication. Birmingham.

PAGANI, M. (2025). Unlocking creativity usine Artificial Intelligence. Dans: 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". Dans: RAISE Event. Genoa.

### *Présentations dans des conférences*

PAGANI, M. (2026). Organizing AI-enabled virtual worlds: platforms, power, and governance. Dans: 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. et PAGANI, M. (2023). Axes de développement avec l'IA dans une école globale. Dans: Symposium L'IA dans l'éducation. Montréal.

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

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

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

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

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

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

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

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

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

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

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

### *Présentations dans des séminaires de recherche*

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

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

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

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

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

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

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

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

### *Presse et réseaux sociaux*

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. et 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. et 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.

## Autres activités de recherche

### *Editeur associé d'une revue*

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

### *Membre d'un comité éditorial*

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| Depuis 2021 | Business Management Review |
| Depuis 2020 | Industrial Marketing Management |

### *Relecteur pour :*

Industrial Marketing Management, Journal of Interactive Marketing, MIS Quarterly

## *Organisation d'une conférence ou d'un séminaire*

| | |
|---|---|
| Depuis 2026 | "Invisible yet exposed: how generative AI represents people with invisible disabilities" Prof. Neva Bojovic and Prof. Vasiliki Mylonopoulou, SKEMA Business School, France |
| Depuis 2026 | Political Economy and geopolitics of AI regulation - Prof. Annabelle Gawer, France |
| Depuis 2026 | Predicting Behaviors with Large Language Model (LLM)-Powered Digital Twins of Customers - Prof. Shane Wang (Virginia Tech), SKEMA Business School, France |
| Depuis 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 |
| Depuis 2025 | Seminar prof. Giambattista Dagnino, SKEMA Business School, France |
| Depuis 2025 | Conference "Artificial Intelligence for Ecology, Health and Education", SKEMA Business School, France |
| Depuis 2022 | Seminar Prof. O. El Savy (University 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, Etats-Unis d'Amérique |
| 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*

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

## *Supervision de thèses / HDR*

| | |
|---|---|
| Depuis 2025 | H. AWAN, SKEMA Business School, Doctorat, Directeur de thèse |
| Depuis 2025 | H. AWAN, SKEMA Business School, Doctorat, Directeur de thèse |
| Depuis 2024 | M. RABEYA CUARTAS, SKEMA Business School, Doctorat, Directeur de thèse |

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| Depuis 2022 | L. XIE, SKEMA Business School, Doctorat, Directeur de thèse |
| 2026 | J. (. KARNASUTA-THONGBORISUTE, Doctorat, Rapporteur |
| 2026 | N. SORIN, SKEMA Business School, Doctorat, Directeur de thèse |
| 2025 | T. TEYCHENIÉ, Doctorat, Rapporteur |
| 2024 | A. HAIDAR, MINES ParisTech - Ecole des Mines de Paris, Doctorat, Rapporteur |
| 2024 | A. KAKAR, Durham University Business School, Mémoire Master, Co-directeur de thèse |
| 2024 | S. ANDRE, Université Jean Moulin Lyon 3, Doctorat, Directeur de thèse |
| 2021 | C. GIRI, University of Böras, Doctorat, Membre de jury |
| 2021 | J.-M. J. MATHEWS, Université Paris-Saclay, Doctorat, Membre de jury |
| 2020 | M. LEBAN, ESCP Business School, Doctorat, Rapporteur |
| 2019 | Z. ZHONG, MINES ParisTech - Ecole des Mines de Paris, Doctorat, Membre de jury |
| 2013 | M. BORGES, ISCTE - Instituto Universitario de Lisboa, Doctorat, Co-directeur de thèse |
| 2007 | M. HUURROS, Aalto University School of Economics, Doctorat, Rapporteur |

### *Autres activités académiques*

| | |
|---|---|
| Depuis 2024 | Expert CY Initiative - CY Generations - CY Cergy Paris Université, Université de Cergy-Pontoise, France |
| Depuis 2023 | Research Affiliate Berkeley APEC Study Center (BASC), University of California, Berkeley, Etats-Unis d'Amérique |
| 2025 | Evaluator for professor promotion, Yarmouk University, Jordanie |
| 2025 | Evaluator for professor promotion, Yarmouk University, Jordanie |
| 2024 - 2025 | Track Chair Human Centric Artificial Intelligence and Digital Marketing - American Marketing Association Summer Conference - Chicago, American Marketing Association (AMA), Etats-Unis d'Amérique |
| 2023 - 2024 | International Assessment Board Member - Irish Research Council - Government of Ireland, Irish Research Council - Government of Ireland, Irlande |

## Activités Professionnelles

### *Autres activités professionnelles*

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|---|---|
| Depuis 2023 | Expert European Economic and Social Committee |
| 2023 | Expert Advisor European Economic Social Committee, European Economic and Social Committee (EESC), Belgique |