

Ilaria Dalla Pozza
Associate Professor of Marketing
EMLV, Paris La Défense

University Appointments

- 2010 *Marketing Associate Professor, EMLV, Paris, France and
Research Fellow at the Center for Excellence in Brand & Customer Management
J. Mack Robinson School of Business, Georgia State University, Atlanta, GA,
(USA)*
- 2008 - 2010 *Marketing Assistant Professor, Rouen Business School, Rouen, France*
- 2009 *Visiting Scholar, INSEAD, France*
- 2006 - 2008 *Assistant Professor in Residence, University of Connecticut, USA*

Education

- 2006 *Ph.D in Marketing Strategy,
Politecnico di Milano, Italy
Dissertation Title: "The Impact of Customer Relationship Management on
Performance"*
- 2005 *Ph.D Visiting Student,
London Business School, Supervisor: Professor Nirmalya Kumar*
- 2002 *Master Degree in Management Engineering with honours
Politecnico di Milano (Italy)*
- 1996 *Diploma in "Maturita' Classica" with honours
"E.Cairolì" Institute of Varese (Italy)*

Research interests

Customer Relationship Management, Multichannel Management, Customer Satisfaction, Digital Marketing, Social Media, Experiential Marketing.

Journal Publications and Industry Reports

Kumar, V., Dalla Pozza I., Ganesh J. (2013), "Revisiting the Satisfaction-Loyalty Relationship: Empirical Generalizations and Directions for Future Research", forthcoming in *Journal of Retailing*.

Kumar V., Dalla Pozza I., Petersen A., Shah D. (2009), "Reversing the Logic: The New Path to Profitability through Relationship Marketing", *Journal of Interactive Marketing*, 23(2), 147-156.

Dalla Pozza I., "L'impatto del Customer Relationship Management sulle performance", *Sistemi e Impresa*, March 2007 (in Italian).

Dalla Pozza I., "Introducing a marketing-based perspective in alliance formation", *Journal of Competitive Intelligence and Management*, Vol. 3, Issue 1, Spring 2005.

David Longworth, with Keith Rodgers, Ralf Korb and Ilaria Dalla Pozza, "Customer service Support, the high tech perspective. How service centers across Europe address operational efficiency, performance management and contact center technologies", *Industry Report, WebsterB, March 2005*.

Dalla Pozza I., Azzone G., "An integrated strategy for launching a new product in the biotech industry", *Management Decision*, Vol. 41 No. 9, 2003.

Conference Presentations

Dalla Pozza, I. "How virtual communities influence consumer purchasing intentions: the Role of Trust", *IADIS Web Based Communities and Social Media 2012 (WBC 2012) Conference, Lisbon, Portugal, 19-21 July 2012*.

Dalla Pozza, I. & Le Quentrec, E. "The role of Facebook and Twitter as Customer Care channels in a Multichannel Strategy: the Example of a Telecom Provider", *2012 INFORMS Marketing Science Conference, Boston, 5-9 Jun 2012*.

Dalla Pozza I., "Introducing a Relationship Marketing perspective in the measurement of Online Community success", with Nadia Jouini, *6th conference on Performance Measurement and Management Control, Nice, France, September 7-9, 2011*.

Dalla Pozza I., "The Role of Trust in the Firm-hosted Virtual Community in Purchase Intentions Formation", *INFORMS 2011, Hotel InterContinental, Houston, USA, June 9-11*.

Dalla Pozza I., "Time and Sequence effects in the relationship between CRM and performances (customer acquisition, growth and retention)", *AMA Summer Educators Conference, Boston, 12-19 August 2010*.

Dalla Pozza I., "An experiential marketing perspective in customer satisfaction management: a conceptual framework", *INFORMS 2010 Marketing Science conference, Cologne, 16-19 June 2010*.

Dalla Pozza I., "Customer satisfaction: do you really know what you are measuring?", *INFORMS Annual Meeting, Seattle, USA, 3-6 November 2007*.

Dalla Pozza I, Chao Wang, "The antecedents of Customer Lifetime Duration and Discounted Expected Transaction: A Discrete-Time Based Data Analysis", *INFORMS Annual Meeting, Pittsburgh 6-9 November 2006*.

Dalla Pozza I, Chao Wang, "Exploiting Antecedents of Customer Lifetime Duration for Customer Relationship Management Strategies in the Telecom Industry", *European Doctoral Research Conference 2006, May 3-4, Tanaka Business School, Imperial College*.

Dalla Pozza I, Chao Wang, "Exploiting Antecedents of Customer Lifetime Duration for Customer Relationship Management Strategies in the Telecom Industry", *Sixth Transatlantic Conference Doctoral Conference, May 18- 20 2006, London Business School*.

Dalla Pozza I., "The impact of Customer Relationship Management on Performance", *AMA Winter Marketing Educators Conference, Florida, 17-21 February 2006*.

Dalla Pozza I., "Il Customer Relationship Management come vantaggio competitivo", *VI Conferenza Associazione Italiana Ingegneria Gestionale AiIG, Catania, October 13-14, 2005*.

Dalla Pozza I., "Does CRM work?" *II Workshop on Relationship Marketing EIASM, Brussels, October 3-4, 2005*.

Dalla Pozza I., "La Customer Satisfaction come determinante per la formazione di alleanze", *XV Conferenza Associazione Italiana Ingegneria Gestionale AiIG, Napoli 14-15, Ottobre 2004*.

Dalla Pozza I. And Flores M., "Applicability of Corporate Social Responsibilities to Italian Industrial districts", *International Conference on Quality Management and Organizational Development (QMOD)*, Monterrey, Mexico, August 4- 6, 2004.

Dalla Pozza, I., "Collaboration between public and private sectors in the application of territorial marketing strategies: the example of Lomazzo area in Northern Italy", *Corporate Social Responsibility and Environmental Management Conference, Jubilee Campus, University of Nottingham, UK, June 28-29, 2004*.

Dalla Pozza, I., Azzone, G. and Noci, G., "A model for R&D performance measurement in the biotech industry", *Fourth international Conference on Performance Measurement and Management, Edinburgh International Conference Centre, Edinburgh, UK, July 27-30, 2004*.

Dalla Pozza I. and Noci, G., "Customer Satisfaction as a Partner's Selection Driver in Alliance Formation", *SCIP04 International Conference & Exhibit, Boston, Massachusetts, USA Sheraton Boston, March 22-25, 2004*.

Dalla Pozza I., Citterio A., Noci G., "Competitività tra imprese e sviluppo territoriale: il Bilancio Sociale come leva del marketing territoriale", *XIV Conferenza Associazione Italiana Ingegneria Gestionale, Bergamo, Italy, October 30th, 2003*.

Citterio A., Dalla Pozza I, Noci G., "Using EMAS for territorial marketing in Italy", *Proceedings of the conference "Business Strategy and the Environment", Leicester (UK), September 15th, 2003*.

Working and Submitted Papers

1. "Order of Implementation Effects in the relationship between CRM and Performances (Customer Acquisition, Growth and Loyalty)", with Oliver Goetz, Munster University, Germany.

Abstract

Customer relationship management (CRM) is one of the most adopted management tools and has received much attention in the literature. From a company-wide perspective, CRM is viewed as a complex process requiring interventions in different company areas such as customer management, technology, organizational alignment, and strategy. Previous research has already highlighted the high failure rate of CRM projects focusing only on technological implementation and discarding or delaying interventions in other critical areas, such as a customer-focused strategy definition. This study advances research on CRM by investigating the impact of the order according to which interventions are implemented in the different areas (customer management, technology, organizational alignment, and strategy) on CRM performances. The results of the empirical study, conducted across several industries in Europe and the US, reveal that compared to other critical CRM activities, a later implementation of organizational alignment activities has a negative impact on performance. This finding is in line with the paradigm of the service-profit chain, which stresses the centrality of people and organization in a customer-centric strategy. Further, our results show that CRM strategy, organizational alignment, and CRM technology impact different aspects of CRM performance.

Research contract in collaboration with Orange France

2. "Multichannel Management gets Social", with Erwan le Quentrec (Orange Manager).

Abstract

This paper aims to investigate customers' motivations and the decision-making process when choosing a channel in a "social" multichannel environment that includes social media channels, and the complementary and competitive effects compared to traditional channels within the multichannel strategy of a major European telecoms provider.

The study adopts an exploratory approach through 74 semi-structured interviews with customers of a major European telecoms provider who have also used social media channels to contact the company (customer initiated contact).

We find that users of distinct social media channels are driven by different motivations. For instance, the social motivation for using social media is evident for Facebook users, while Twitter users are mainly driven by utilitarian considerations. Although users of different social media channels represent distinct segments in terms of behaviours and motivations, we generally detect complementary effects among channels (new and traditional) in the sense that a better customer experience is driven by the presence of multiple channels.

3. "The role of trust in the firm-hosted virtual community in purchase intentions formation",

with Prof. Ram Gopal, GE Capital Endowed Professor of Business, Department of Operations and Information Management at University of Connecticut (USA) and Fang Yin, University of Oregon.

Abstract

The rapid increase in number of virtual communities on the Internet raises important questions on the influence that virtual communities can have on the consumer purchasing intentions.

This research aims at presenting a theoretical framework linking trust in the virtual community and consumers purchasing intentions. Through an extensive literature review, we identify a broad set of antecedents of trust in the virtual community. In line with contingency theory, we also argue that the impact of trust in the virtual community on purchasing intentions is contingent on the product characteristics in the specific situation.

Teaching Interests

Customer Relationship Management, Multichannel Management, Principles of Marketing, Digital Marketing, Consumer Behaviour, Social Media, Research Methodology.

Invited Presentations

Radici Group, Bergamo (Italy), January 9th, 2007

Radici Group, Bergamo (Italy), August 2nd, 2007

Instituto de Empresa, Madrid, Spain, 24th November 2008

Industry Experience

Vodafone Italy (Milan)

2006

Senior Customer Operations Specialist at Vodafone Italy (Milan)

- Responsible for the strategic development and planning of cross selling activities for the Italian call centers
- Management of the eight Italian call centers on cross selling activities
- Led the Italian team for the development of cross selling activities for Vodafone Global

Peppers and Rogers Group, leading consultancy company in Customer Relationship Management (London)
2004

Research analyst

- Managed a research project investigating the impact of CRM on companies' performance
- Participated to a consulting project on the organizational change of Inland Revenue in UK
- Directed customers' surveys and data analysis

Politecnico di Milano (Italy)

2003- 2004

Project coordinator

- Managed a project finalised to the marketing of innovative products for SMEs in Lombardia Region (Italy)

Politecnico di Milano (Italy)

2002

Project coordinator

- Developed the Business Plan for the approval of a Global Positioning Regional Service (GPS) for the Lombardia Region

STMicronics (San Diego, CA, United States)

2000

Internship

- Performed a market research and an entering strategy in the emerging market of microarrays for genetic analyses in the biotech industry, choosing potential partners for entering the new market and participating at the meetings with the top managements of start ups to discuss about potential alliances

Honors and Awards

Orange Research contract: Research Grant 2011-2012

Academic year 2005: Leonardo da Vinci scholarship (Italy).

Academic years 2003-2006: Scholarship of the Italian Government for Education.

Academic years 1996-2002: ISU scholarship (Italy).

Languages

Italian: mother tongue

English: excellent

French: fluent

Computer Skills

SPSS, AMOS, SAS, STATA (basic)

Service

Session Chair, *2012 INFORMS Marketing Science Conference, Boston, 5-9 June 2012.*

Ad-hoc reviewer, *Journal of Interactive Marketing*

Reviewer, EMAC Conference