

Pietro Micheli MSc, MRes, PhD

Education and Qualifications

- 2011 International Teachers Programme (ITP) at Kellogg School of Management, Evanston, IL, U.S.
- 2008 Awarded Philosophiae Doctor (PhD) degree at Cranfield School of Management, UK.
- 2004 Awarded Master in Management Research (MRes) at Cranfield School of Management
- 2003 Certificate of Chartered Engineer in Italy
- 2003 Awarded Master in Management and Production Engineering (full marks) at Politecnico di Milano, Italy
- 2000 – 2001 Fourth year of Management and Production Engineering at the TU Delft, The Netherlands.

Appointments held

- 2017 – present Full Professor of Business Performance and Innovation, Warwick Business School, UK
- 2018 – present Course director of the Distance Learning MBA programme at [ranked #1 in the world by the Financial Times in 2018-2021]
- 2017 – 2018 British Academy Fellow
- 2016 - 2017 Course director of Executive MBA programme at Warwick Business School [currently ranked #21 in the world by the Financial Times]
- 2012 – present Visiting Fellow at Cranfield University, UK
- 2009 – present Adjunct Professor at the University of Bologna, Italy
- 2012 – 2016 Associate Professor at Warwick Business School
- 2011 – 2012 Senior Lecturer in Organizational Performance at Cranfield School of Management's Centre for Business Performance
- 2010 - 2011 Director at the Italian Commission for evaluation, transparency and integrity of the public administration (CiVIT) in Rome, Italy.
Appointed by the Italian Parliament as one of five Directors. Main personal tasks: to formulate guidelines for the design and implementation of performance measurement systems in all Italian

- Ministries and local authorities; to supervise a team of academics and practitioners; to manage projects worth € 4 million.
- 2007 – 2009 Lecturer in Organizational Performance at Cranfield School of Management
- 2007 - 2011 Advanced Institute of Management (AIM) Research Scholar, London, UK
- 2006 - 2007 Research Fellow at AIM. Work on the Innovation and Productivity Grand Challenge – a consortium of five Universities: Cambridge, Cranfield, Imperial College, Liverpool and Loughborough.
- 2005 – present I have worked with and consulted to many organizations and run executive courses and workshops around the world.

41 private firms: ADQ, Allianz, AMEC, British American Tobacco, BP, British Energy, Coventry Building Society, Crown Computing, DB Schenker, Denso, DS Smith, Emirates Global Aluminium, Emirates Group, Eurobank, France Telecom, Governance International, Grainger, Henkel, HSBC, IBF, Invesco, JCB, Jaguar Land Rover, KLM, Molex, Morgan plc, Nestlé, OKI Printers, Parexel, Places for People, Poste Italiane, PwC, Qualcomm, Royal Dutch Shell, SAB Miller, SGN, Tata Group, Veolia Water, Vopak, Wartsila.

30 public and third sector organisations: Bank of England, Bournemouth University, British Library, Council of Europe, EFQM, House of Lords, Italian Prime Minister's Office, Latvian Government, Scottish Qualifications Authority, St Basils, United Arab Emirates Government, UK Cabinet Office, UK Department of Health, UK Energy Systems Catapult, UK Pensions Regulator, United Nations, USAID, Visit Scotland, UK healthcare organisations (Guernsey HSSD, HPFT NHS Trust, Liverpool Women's NHS Trust, Nottingham University Hospital, RQIA, Two Shires NHS Trust) and UK local authorities (Argyll and Bute Council, Edinburgh City Council, Leeds Council, Pembrokeshire County Council, Perth and Kinross Council, Wokingham Council).

RESEARCH

As a researcher I have been a principal investigator and co-investigator in projects funded by several institutions, including EPSRC, NIHR, Design Council, British Academy and several private and public organizations, and I have proven my skills in undertaking both qualitative and quantitative research, working with public and private sector organisations, and cooperating with scholars at various academic institutions.

Main research activities

2017 – 2018	British Academy Mid-Career Fellow; principal investigator on the research project “Design thinking: Linking technological innovations to improving people’s lives”
2016 – 2018	Director of Warwick Business School’s Design in Business network
2015 – 2016	Co-investigator on the project for the UAE Government on Corporate Social Responsibility measurement
2014 – 2015	Principal Investigator in the Leading Business by Design – Automotive Sector project, sponsored by the UK Department for Business, Innovation and Skills, and the Design Council.
2013 – 2014	Principal Investigator in Leading Business by Design project, sponsored by the Design Council.
2012 – 2017	Collaboration with RMIT, Melbourne and Nottingham Business School, UK on several design and innovation management projects
2012 – present	Research programme in collaboration with the University of Bologna on linking strategy to operations and process improvement
2007 - 2015	Founding member of the Evidence-based Management collaborative led by Prof. Denise Rousseau (Carnegie Mellon University)
2005 - 2013	Director of the Public Sector Performance Roundtable of the Centre for Business Performance at Cranfield School of Management, UK
2011	Research project on Global governance and leadership for the Italian Prime Minister’s Office
2007 - 2010	Guest Editor of Long Range Planning’s special issue on Strategic Performance Measurement
2007 - 2010	Research project in collaboration with Politecnico di Milano, Italy, on the roles of design in new product development processes
2009 – 2010	Regular contributor to KPMG’s Public Governance Institute publication.
2008 – 2009	Co-investigator in the UK NIHR SDO-sponsored project “How do they manage? Roles, relationships, change, and impact”
2006 - 2007	Member of Cranfield’s Innovation and Manufacturing Research Centre (IMRC) Ideas Factory Group. Work on the design and development of Product-Service Systems

- 2007 Research project for the UK Audit Commission: “Making better use of information to drive improvement in local public services”
- 2006 - 2007 Research Fellow at AIM, London. Work on the Innovation and Productivity Grand Challenge
- 2005 - 2007 Project in collaboration with Bocconi University, Italy, on linking strategy to operations in highly diversified groups of manufacturing firms.
- 2006 Research project for the UK National Audit Office: “Acting on information: Lessons from theory and practice”.

I am currently awaiting response regarding two research proposals, one for the UK ESRC (standard grant, 2021-2024), one for the UK SAMS-BAM (2021-2023).

Publications

My research has resulted into the publication of 28 peer-reviewed articles - of which, using the ABS rankings, three ABS 4* (two in the FT 50 list), 12 ABS 4 and six ABS 3 - three books, four reports, three book chapters, six case studies, 27 practitioner articles, and over 40 conference papers presented at major academic conferences. My articles have been widely cited: over 2,400 on Scopus, h index: 18; over 5,500 on Google Scholar, h index: 24 (as of August 2021). My network of collaborations is very strong, with over 30 co-authors of different nationalities (e.g., American, Canadian, Australian, Russian, British, Dutch, Italian) based in various world-leading business schools (e.g., Oxford, Carnegie Mellon).

Articles published in peer-reviewed journals

Authors	Year	Title	Journal	ABS Journal ranking (2018)
Micheli and Muctor	2021	The roles of performance measurement and management in the development and implementation of business ecosystem strategies	International Journal of Operations and Production Management, forthcoming	4
Mura, Micheli and Longo	2021	The effects of performance measurement system uses on organizational ambidexterity and firm performance	International Journal of Operations and Production Management, forthcoming	4
Micheli, Johnson and Godsell	2021	How the Covid-19 pandemic has affected, and will affect, operations and supply chain management research and practice	International Journal of Operations and Production Management 41 (6), 773-780	4
Rettab, Micheli, Mura, Mellahi and Pereira	2021	The perceived value of measuring the impact of CSR performance on CSR investment: evidence from the UAE	International Studies of Management & Organization, forthcoming	2
Micheli and Pavlov	2020	What is performance measurement for? Multiple uses of performance information within organizations	Public Administration, 98(1): 29-45.	4
Micheli, Wilner, Bhatti, Mura and Beverland	2019	Doing design thinking: Conceptual review, synthesis and research agenda	Journal of Product Innovation Management, 36(2): 124-148.	4
Micheli, Perks and Beverland	2018	Strategically embedding design in the firm	Journal of Product Innovation Management, 35(4): 629-651.	4
Mura, Longo, Micheli and Bolzani	2018	Measuring and managing sustainability - A literature review and research agenda	International Journal of Management Reviews, 20(3): 661-695.	3
Beer and Micheli	2018	Measuring social value: A literature review and conceptual framing	International Journal of Management Reviews, 20(3): 755-771.	3
Pesalj, Pavlov and Micheli	2018	The use of management control and performance measurement systems in SMEs - A levers of control perspective	International Journal of Operations and Production Management, 38(11): 2169-2191.	4
Bourne, Franco-Santos, Micheli and Pavlov	2018	Performance measurement and management: A system of systems perspective	International Journal of Production Research, 56(8): 2788-2799.	3
Beer and Micheli	2017	How performance measurement influences stakeholders in not-for-profit organizations	International Journal of Operations and Production Management, 37(9): 1164-1184.	4

Micheli and Mura	2017	Executing strategy through comprehensive performance measurement systems	International Journal of Operations and Production Management, 37(4): 423-443.	4
Micheli and Gemser	2016	Signaling strategies for innovative design: A study on design tradition and expert attention	Journal of Product Innovation Management, 33(5): 613-627.	4
Beverland, Micheli and Farrelly	2016	Resourceful sensemaking: Overcoming barriers between marketing and design in NPD	Journal of Product Innovation Management, 33(5): 628-648.	4
Roper, Micheli, Love and Vahter	2016	The roles and effectiveness of industrial design in new product development	Research Policy, 45(1): 319-329.	4*
Beverland, Wilner and Micheli	2015	Reconciling the tension between consistency and relevance: Design thinking as a mechanism for brand ambidexterity	Journal of the Academy of Marketing Science, 43(5): 589-609.	4*
Micheli and Mari	2014	The theory and practice of performance measurement	Management Accounting Research, 25(2): 147-156.	3
Micheli, Jaina, Goffin, Lemke and Verganti	2012	Perceptions of product design: the "means" and the "ends"	Journal of Product Innovation Management, 29(5): 687-704.	4
Micheli, Schoeman, Baxter and Goffin	2012	New business models for public-sector innovation: Successful technological innovation for government	Research Technology Management, 55(5): 51-57.	2
Schoeman, Baxter, Goffin and Micheli	2012	Commercialization partnerships as an enabler of UK public sector innovation: the perfect match?	Public Money and Management, 32(6): 425-432.	2
Micheli, Mura and Agliati	2011	Exploring the roles of performance measurement systems in strategy implementation: the case of a highly diversified group of firms	International Journal of Operations and Production Management, 31(10): 1115-1139.	4
Micheli and Neely	2010	Performance measurement in the English public sector: Searching for the golden thread	Public Administration Review, 70(4): 591-600.	4*
Micheli and Manzoni	2010	Strategic performance measurement: benefits, limitations and paradoxes	Long Range Planning, 43(4): 465-476.	3
Goffin and Micheli	2010	Maximizing the value of industrial design in new product development	Research Technology Management, 53(5): 1-9.	2
Buytendijk, Hatch and Micheli	2010	Scenario-based strategy maps	Business Horizons, 53(4): 335-347.	1

Franco-Santos, Kennerley, Micheli, Martinez, Mason, Marr, Gray and Neely	2007	Towards a definition of a business performance measurement system	International Journal of Operations and Production Management, 27(8): 784-801.	4
Baines, T. et al.	2007	State-of-the-art in Product Service Systems	Journal of Engineering Manufacture, 221(10): 1543-1552.	1
Micheli and Kennerley	2005	Performance measurement frameworks in public and non-profit sectors	Production, Planning & Control, 16(2): 125-134.	3

Books

Authors	Year	Title	Publisher
Micheli and Beer	2015	Leading business by design – Automotive sector (97 pages)	Design Council, UK
Gray, Micheli and Pavlov	2014	Measurement madness – Avoiding performance measurement pitfalls (223 pages)	Wiley
Micheli	2014	Leading business by design (87 pages)	Design Council, UK

Book chapters

Authors	Year	Title	Publisher
Micheli and Perks	2015	Strategically embedding design thinking in the firm, in Swan S., Luchs M. and Griffin A (eds.) Design & Design Thinking: Essentials in the PDMA's New Product Development Series (pp. 205-219)	Wiley
Micheli	2011	Pubblica amministrazione: dalla forma alla sostanza, in Nannicini, T. (ed.), Non ci resta che crescere - Riforme: chi vince, chi perde, come farle (pp. 65-73)	Egea, Universita' Bocconi
Micheli and Pavlov	2008	Promoting a culture of performance management in public sector organisations, in KPMG, CAPAM, IPAC and IPAA (eds.), Holy grail or achievable quest? International perspectives on public sector performance management (pp. 153-167)	KPMG

Reports, case studies and conference papers are reported in the Appendix.

Research grants and contracts

I was recently awarded a 1-year British Academy Fellowship to progress and disseminate my research in the area of design thinking. Over the years, I have received research funding from several institutions, including EPSRC, NIHR, Design Council and various private and public organizations.

A summary of successful research grants and contracts is reported below.

Date awarded	Project title and duration	Funding body	Role
September 2017	Design thinking: Linking technological innovations to improving people's lives (14 months)	British Academy	PI
June 2014	Research project: 'Leading Business by Design – Automotive sector' (9 months)	Design Council	PI
January 2013	Research project: 'Leading Business by Design' (9 months)	Design Council	PI
January 2012	Research project: 'Open governance in turbulent times of social and economic unrest' (6 months)	Italian Prime Minister's Office	PI
March 2009	Research project: 'How do they manage? Roles, relationships, change, and impact' (3 years)	NIHR	Co-investigator
December 2008	Applied project: 'Development of Performance Measurement Framework' (4 months)	British Energy	PI
March 2007	Creation of a network: 'Connecting Research with Industry' (2.5 years)	Various organisations	PI
September 2006	Public Sector Performance Roundtable (5 years: 2006-2009; 2012)	Various organisations	PI
December 2005	Research project: 'Acting on Information' (6 months)	National Audit Office	Co-investigator
August 2004	Applied project: 'Implementation of the Performance Prism' (12 months)	Two Shires NHS Trust	Co-investigator

National and international recognition

Main awards and speeches:

2021: As supervisor, I won the Best Student Paper in the Operations & Supply Chain Management Division (with Gurpreet Muctor) at the Academy of Management Conference.

2021: Nominated (with Gurpreet Muctor) for the Chan Hahn Best Paper and the Carolyn Dexter Best International Paper Award at the Academy of Management Conference.

2020: Winner of the Tom Hustad Outstanding Paper Award as having made the greatest contribution to innovation theory during the year for the JPIM paper I

was first author of: “Doing Design Thinking: Conceptual Review, Synthesis, and Research Agenda.”

2012 - today: 18 teaching awards at Warwick Business School

2017 – Winner of the Talented Young Italian in the UK award

2017 – Warwick University Award for Teaching Excellence commendation

2016 – Speaker at British Quality Foundation events (also in 2012, 2014 and 2015)

2015 - Best paper award (co-authored with Haley Beer) at the British Academy of Management (2015 – Performance management track)

2015 – Speaker at the Innovate UK annual event in London

2015 – Speaker at the annual Design Summit in Birmingham

2014 – Speaker at the annual Design Summit in London

2011 – Keynote speaker at the EurOMA Service Operations Management conference in Florence

2008 – Runner-up for the best PhD paper award at the Academy of Management (operations management division).

Main organiser of the following events:

- Co-chair of the European Operations Management Association (EurOMA) conference 2020
- Workshop on Measurement Theory at the Academy of Management conference (2019 and 2020)
- Professional Development Workshops (PDW) on “Organizational Performance” at the Academy of Management (2013, 2014 and 2015)
- Professional Development Workshop at EurOMA (2014)
- ConnectResearch events (2007 in Cranfield; 2008 in Rome; and 2009 at the OECD in Paris)
- Performance Measurement Association symposium (2008).

Membership of learned or professional societies

I sit on the Editorial Board of the Journal of Product Innovation Management and I am a member of the Editorial review board of the International Journal of Operations and Production Management (both ABS 4). I am member of the Academy of Management (TIM and OSCM divisions), the European Operations Management Association (EurOMA), the PDMA / Innovation and Product Development Management network, the Evidence-based management collaborative, and the Performance Measurement Association. In the 2019-2020 academic year, I was Co-

Chair of the European Operations Management Association (EurOMA) 2020 conference.

TEACHING

Over time I have developed a robust teaching portfolio in terms of both quality and diversity, and have taught a variety of subjects. My approach to teaching is based on design thinking principles and practices such as abductive reasoning, learning centrality, a gestalt view of problem framing and solving, and iteration and experimentation. I believe that students / executive education participants learn best when they are engaged and therefore I try to constantly maintain a very lively and interactive classroom through the use of various media (videos, podcasts, video-lectures by external speakers, interviews, role play, etc.), and by challenging students and giving them opportunities to contribute.

In June 2017 I received a commendation for teaching excellence at the University of Warwick. Over the past three years, I have received eight teaching awards for outstanding contribution to both postgraduate and undergraduate programmes at Warwick Business School, and the highest student feedback scores in the Warwick MBA programme. Currently, I am the Director of the Distance Learning MBA, Warwick Business School's flagship programme (ranked 1st in the world by the Financial Times for three years in a row), with 1,246 students enrolled. In 2016-2017 I was Director of the Executive MBA.

At Warwick I am currently module leader for three modules: Managing Organisational Performance (MBA programmes at both London and Warwick campuses) and Strategy Implementation (DBA). I also run workshops for Warwick's Executive Education, where I am module leader for the Emirates group executive programme, and I contribute to three Executive diplomas in Digital Leadership, Organisational Change, and Strategy & Innovation. Until 2016-2017, I also taught a module on Design in Business (MSc and undergraduate programmes): I have now handed this over to a junior colleague who has recently joined our group.

Before joining Warwick, at Cranfield University I directed the MSc in Managing Organizational Performance; the open executive programmes on Operational Performance Management and Leading Performance; and a network of public organizations interested in performance measurement and management, the Public Sector Performance Roundtable.

In corporate education, I have run over 100 workshops (open and customised programmes) privately and for other institutions, including Oxford Said Business School, DukeCE, Hult Ashridge, Eruditus, ALBA, Bologna Business School, and the London School of Economics. I have also mentored various senior and middle managers. I speak fluent English, Italian, French and Spanish, and I am used to teach and work in different languages.

I am currently Adjunct Professor at the University of Bologna and Visiting Fellow at Cranfield School of Management. I was also Visiting Professor at the University of Cagliari, Italy, in 2012. Over the past 10 years, I have taught modules

and ran workshops at various institutions: Aston Business School, Birmingham University, Irish Institute of Management, University of Padua, Catholic University in Milan, Scuola Superiore S. Anna in Pisa, LIUC and University of Basilicata.

Teaching feedback

Below I am reporting teaching feedback scores and examples of qualitative feedback on the modules I have run over the past 12 months.

	Contact hours	Number of students	Feedback (module, personal)
Doctorate in Business Administration	25	15	97%, 97%
Managing Organisational Performance (MBA, 2 cohorts)	80	75	96%, 99%
Executive Education (practitioners)	24	65	93%, 98%
TOTAL	129	155	95%, 98%

ACADEMIC LEADERSHIP

At both Warwick and Cranfield I have contributed to the leadership and management of the business school and the wider University. My main areas of responsibility have included:

- 2018 – present Course Director for the Distance Learning MBA programme. As part of my remit, I had oversight of the quality of the learning processes across the whole programme, and I reviewed the curriculum, links between modules, and the overall portfolio of electives.
- 2012 – present Mentoring, coaching and supervising junior colleagues and postgraduate students at Warwick Business School; organising research meetings and writing retreats; liaising with external and visiting scholars.
- 2016 – 2017 Course Director for the Executive MBA programmes at both Warwick and London campuses.
- 2012 – 2017 Doctoral programme representative. In this role I contributed to the development of the PhD and DBA programmes and to the design and delivery of two modules: Strategy implementation (DBA), Recent advances in operations management (PhD).
- 2013 – present Collaboration with the Executive Education department at Warwick Business School: module leader for the Emirates group ELDP programme, delivery of sessions for various companies, drafting of proposals and presentations to prospective clients.
- 2014 – present Collaboration with the Strategic Planning office and the University Library to develop a performance measurement system for the University and specifically for the Library.
- 2011 – 2012 Director of the MSc in Managing Organizational Performance at Cranfield School of Management.
- 2006 – 2009 Creation and management of an industry network, development and delivery of two open programmes at Cranfield University.

Appendix – Other publications

Reports:

- Micheli, P. (2018), 'The rise of digital technology - Digitisation, business analytics and automation', Report prepared in collaboration with Crown Computing.
- Micheli, P. (2018), 'The rise of digital technology - Digital innovation and digital transformation', Report prepared in collaboration with Crown Computing.
- Micheli, P. (2017), 'Demystifying business analytics', Report prepared in collaboration with Crown Computing.
- Micheli, P. (2017), 'Roadmap to change management', Report prepared in collaboration with Crown Computing.
- Micheli, P. (2016), 'Transforming big data into actionable information', Report prepared in collaboration with Crown Computing.
- Micheli, P. (2016), 'The truth about productivity', Report prepared in collaboration with Crown Computing.
- Baxter, D., Schoeman, M., Goffin, K. and Micheli, P. (2010), 'Public sector innovation – The role of commercial partnerships', Report prepared in collaboration with Steria Limited.
- Micheli, P. (2010), 'Transparency and responsive accountability'. Report prepared for the Italian delegation to the United Nations, Committee of Experts on Public Administration.
- Neely, A., Micheli, P. and Martinez, V. (2006), 'Acting on information: Lessons from theory and practice - Report prepared for the National Audit Office'. Publication sponsored by the Advanced Institute of Management.
- Adams, C and Micheli, P. (2005), 'Report to Department of Health on advanced performance measurement development project for Two Shires Ambulance NHS Trust'.

Case studies:

- Silvestro, L. and Micheli, P. (2018), 'Design thinking for digital transformation at the International Flying Company', Warwick Business School case study.
- Silvestro, L. and Micheli, P. (2018), 'Redesigning Commercial Bank', Warwick Business School case study.
- Silvestro, L. and Micheli, P. (2018), 'From airline to lifestyle brand: The redesign of Luxury Airlines', Warwick Business School case study.
- Lakhera, A. and Micheli, P. (2017), 'Design and Innovation at Plumen', Warwick Business School case study.
- Beer, H. and Micheli, P. (2014), 'Design and Innovation at Trunki', Warwick Business School case study.
- Beer, H. and Micheli, P. (2014), 'To measure or not to measure? Performance management at a building society', Warwick Business School case study.

Main publications in practitioner journals:

- Ichino, P. and Micheli, P. (2019), 'La democrazia diretta e la fuga dalla complessità - Le (deprimenti) lezioni che arrivano da Londra' *Il Corriere della Sera*, 22 November.
- Micheli, P. (2017), 'Performance e sostenibilità viaggiano spesso su binari separati', *La Repubblica (Affari&Finanza)*, 9 October.
- Ichino, P. and Micheli, P. (2017), 'Perché non dobbiamo temere che la tecnologia ci impedisca di lavorare', *Il Corriere della Sera*, 5 March.
- Micheli, P. (2016), 'Lezioni da Londra per futuri referendum', *Il Foglio*, 23 June.
- Micheli, P. (2013), 'The seven myths of performance management', *CIMA Insight*, March.
- Micheli, P. (2013), 'Performance management and the folly of targets', *Construction Magazine*, 1 March.
- Micheli, P. (2012), 'Patient rankings for NHS doctors: a good idea?', *Public Service Europe*, 26 December.
- Micheli, P. (2012), 'The seven myths of performance management', *Industry Week*, 18 December.
- Micheli, P. (2012), 'Performance measurement in strategy implementation', *Think: Cranfield*, June.
- Micheli, P. (2011), 'Why strategies fail to be executed', *Management Focus*, Autumn, pp. 24-25.
- Micheli, P. (2011), 'PA: Freno o opportunità?', *Sistemi&Impresa*, No. 7, October.
- Micheli, P. (2011), 'Il ciclo di gestione delle performance nei comuni', *AziendaItalia Personale*, No. 1, pp. 29-32.
- Micheli, P. (2011), 'La riforma della pubblica amministrazione: tanto rumore per nulla?', *Noise from Amerika*, published online on 7th February.
- Micheli, P. (2011), 'Pubblica Amministrazione: La riforma perde i pezzi', *Lavoce.info*, published online on 1st February.
- Micheli, P., (2010), "Tagli – Sì", ma come?", *ASTRID newsletter*, June.
- Micheli, P. (2010), "Uguaglianza – Una questione relativa di importanza assoluta", *Rivista italiana diritto del lavoro*.
- Micheli, P. and Bocci, F., (2009), 'Beyond the citizen as customer: the Mission-Oriented Scorecard' in *KPMG's Public Governance Institute* magazine, Spring.
- Micheli, P., (2009), 'Spending cuts – Is this really the solution?', *Think Cranfield*, October.
- Micheli, P. and Pavlov, A., (2008), 'Promoting a culture of performance management in public sector organizations' in *KPMG's Public Governance Institute* magazine, Autumn.
- Ichino P. and Micheli P., (2008), 'Il pezzo mancante nel progetto Brunetta', *Il Corriere della Sera*, 12 July, 2008.
- Micheli, P., (2008), 'Public sector performance: do we want to know more?', in *KPMG's Public Governance Institute* magazine, Summer.
- Micheli, P, Neely, A and Kennerley, M., (2007), 'Have performance measurement systems helped or hindered public services?', *CIMA Insight*, April.

- Micheli, P., Neely, A., Kennerley, M., (2007), 'Performance measurement in the English public sector: Searching for the golden thread', *PMA Newsletter*, March.
- Micheli, P., Neely, A., Kennerley, M., (2006), 'Performance measurement in the English public sector: Searching for the golden thread', *ESADE Public Newsletter*, November.
- Adams, C. and Micheli, P., (2006), 'NHS Trust boosts performance with Prism method', *CIMA Insight*, January.
- Micheli, P., Mason, S., Kennerley, M. and Wilcox, M. (2005), 'Public sector performance: Efficiency or quality?', *Measuring Business Excellence*, Vol. 9, No. 2, pp. 68-73.
- Micheli, P., (2005), 'Methodology to drive improvement', *Health Service Journal*, 1 September, 2005.
- Micheli, P., Mason, S. and Kennerley, M., (2005), 'Can government performance promises ever be measured?', *CIMA Insight*, July.

Main conference papers:

- Al Hasan, R. and Micheli, P. (2020), 'Unpacking the Interplay Between Process Improvement Approaches and Product Innovation', Academy of Management Conference, 6-11 August 2020.
- Beer, H., Micheli, P. and Besharov, M. (2020), 'From controlling to enabling: Unpacking organizational performance measurement in social purpose organizations', 28th EurOMA conference, University of Warwick, 27-30 June 2020.
- Mura, M., Micheli, P. and Longo, M. (2019), 'The effects of performance measurement uses on organizational ambidexterity and company performance', Academy of Management Conference, Boston, US, 9-13 August 2019.
- Micheli, P. Wilner, S., Bhatti, S., and Beverland, M. (2018), 'Doing design thinking: conceptual review, synthesis and research agenda', Academy of Management Conference, Chicago, US, 10-14 August 2018.
- Beer, H., Micheli, P. and Besharov, M. (2018), 'From resistance to co-creation: a role-based perspective on performance measurement in social purpose organizations', EGOS, Tallinn, 4-7 July 2018.
- Al Hasan, R. and Micheli, P. (2018), 'The productivity dilemma revisited: how process improvement can lead to product innovation', 25th EurOMA conference, Budapest, 24-26 June 2017.
- Ziaei, A. and Micheli, P. (2018). 'Performance Measurement and Formalisation in SMEs', 25th EurOMA conference, Budapest, 24-26 June 2018.
- Beer, H., Micheli, P. and Besharov, M. (2017), 'The social process of performance measurement', 14th Annual Social Entrepreneurship Conference, Boston, 2-3 November, 2017.
- Al Hasan, R. and Micheli, P. (2017), 'Perspectives on the interplay between process improvement approaches and innovation: A literature review and research agenda', British Academy of Management, 5-7 September 2017.
- Badu, D. and Micheli, P. (2017), 'Performance Measurement Systems as barriers or enablers to innovation?', 24th EurOMA conference, Edinburgh, 3-5 July 2017.

- Micheli, P., Bhatti, S., Wilner, S. and Beverland, M. (2017), 'Towards a definition of design thinking', 24th International Product Development Conference, Reykjavik, 11-13 June 2017.
- Micheli, P. and Pavlov, A. (2016), 'The interplay of passive and purposeful uses of performance information in public sector organizations', Academy of Management Conference, Anaheim, US, 5-9 August 2016.
- Micheli, P., Mura, M. and Mellahi, K. (2016), 'Developing a maturity model for CSR measurement', PMA Conference, Edinburgh, UK, 27-29 June 2016.
- Mura, M., Longo, M. and Micheli, P. (2016), 'Measuring and managing sustainability. A literature review and research agenda', PMA Conference, Edinburgh, UK, 27-29 June 2016.
- Beer, H. and Micheli, P. (2016), 'Measuring social value', PMA Conference, Edinburgh, UK, 27-29 June 2016.
- Micheli, P. and Beverland, M. (2015), 'Resourceful sensemaking: Overcoming barriers between marketing and design in NPD', Academy of Management Conference, Vancouver, CA, 7-11 August, 2015.
- Micheli, P. and Perks, H. (2015), 'Elevating the role of design in the firm', 22nd International Product Development Conference, Copenhagen, 14-16 June 2015.
- Micheli, P. and Pavlov, A. (2014), 'Performance information: How much or what for? Towards an explanation of multiple concurrent uses of performance information in public sector organizations', Academy of Management Conference, Philadelphia, US, 1-5 August, 2014.
- Micheli, P., Mura, M. and Longo, M. (2014), 'The effect of performance measurement systems use on contextual ambidexterity and company performance', 21st EurOMA conference, Palermo, Italy, 22-24 June 2014.
- Micheli, P. (2014), 'The strategic role and impact of design', 21st International Product Development Conference, Limerick, Ireland, 15-17 June 2014.
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