

# Ariela Caglio

Associate Professor



**Knowledge Group:** Accounting

**Research Domains:** Management Control Systems

**Teaching Domains:** Performance Management, Strategic & Business Planning, Cost Management, Budgeting & Forecasting, Sustainable Accounting & Finance

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## Biography

Ariela Caglio è Professoressa Associata di Programmazione e Controllo presso il Dipartimento di Accounting dell'Università Bocconi e Direttrice del Double Degree Bocconi-ESSEC (École supérieure des sciences économiques et commerciales) (Master of Science in Management).

È stata Visiting Professor presso prestigiose istituzioni internazionali, quali la London School of Economics and Political Science (LSE) e la University of Manchester e ha maturato un'esperienza di oltre quindici anni insegnando in programmi graduate, MBA ed executive.

Si è distinta per numerosi premi accademici tra cui il 'David Solomons Prize' (2013) ed il premio 'Best Instructor Award for Innovation in Teaching' dell'Università Bocconi (2016).

I suoi interessi di ricerca e professionali si concentrano principalmente su aree quali: misurazione e gestione delle prestazioni, sustainability e integrated reporting, business planning e budgeting, cost accounting. È inoltre particolarmente interessata allo studio dei sistemi di programmazione e controllo nelle supply chain di imprese che collaborano nel settore della moda e del calcio.

Ha pubblicato, sia a livello nazionale che internazionale, numerosi volumi ed articoli in prestigiose riviste accademiche e professionali quali: Accounting, Organizations and Society, Management Accounting Research, European Accounting Review e Journal of Accounting and Public Policy.

Siede nel Management Committee della European Accounting Association (EAA) ed è advisor per UNCTAD (United Nations Conference on Trade and Development) in materia di sustainability reporting.

Ariela ha conseguito la Laurea con lode in Economia Aziendale e un PhD in Business Administration e Management presso l'Università Bocconi.

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## Articles in Scholarly Journals

### **Exploring innovation across organizations: the role of contracts and management controls**

CAGLIO, A., M. DANIELE, A. DITILLO, "Exploring innovation across organizations: the role of contracts and management controls", Journal of Management and Governance, 2025, vol. 29, pp. 891–930

### **ESG e sistemi di controllo aziendale. Un nuovo paradigma per misurare il valore**

CAGLIO, A., "ESG e sistemi di controllo aziendale. Un nuovo paradigma per misurare il valore", Economia & Management, 2025, no. 2, pp. 11-15

### **Elevata incontrollabilità: quali obiettivi prestazioni e incentivi**

CAGLIO, A., A. DITILLO, "Elevata incontrollabilità: quali obiettivi prestazioni e incentivi", Economia & Management, 2023, no. 1, pp. 92-95

### **Has financial fair play changed European football?**

CAGLIO, A., S. LAFFITTE, D. MASCIANDARO, G. OTTAVIANO, "Has financial fair play changed European football?", Sports Economics Review, 2023, vol. 3, pp. 100018

### **Reviewing Interorganizational Management Accounting and Control Literature: A New Look**

CAGLIO, A., A. DITILLO, "Reviewing Interorganizational Management Accounting and Control Literature: A New Look", Journal of Management Accounting Research, 2021, vol. 33, no. 1, pp. 149-169

### **Informational Content and Assurance of Textual Disclosures: Evidence on Integrated Reporting**

CAGLIO, A., G. MELLONI, P. PEREGO, "Informational Content and Assurance of Textual Disclosures: Evidence on Integrated Reporting", European Accounting Review, 2020, vol. 29, no. 1, pp. 55-83

### **What is an Accountant? An Investigation of Images**

CAGLIO, A., M. CAMERAN, J. KLOBAS, "What is an Accountant? An Investigation of Images", European Accounting Review, 2019, vol. 28, no. 5, pp. 849-871

### **To Disclose or Not to Disclose? An Investigation of the Antecedents and Effects of Open Book Accounting**

CAGLIO, A., "To Disclose or Not to Disclose? An Investigation of the Antecedents and Effects of Open Book Accounting", European Accounting Review, 2018, vol. 27, no. 2, pp. 263-287

### **CFO role and CFO compensation: An empirical analysis of their implications**

CAGLIO, A., A. DOSSI, W. A. VAN DER STEDE, "CFO role and CFO compensation: An empirical analysis of their implications", Journal of Accounting and Public Policy, 2018, vol. 37, no. 4, pp. 265-281

### **Saying more with less? Disclosure conciseness, completeness and balance in Integrated Reports**

MELLONI, G., A. CAGLIO, P. PEREGO, "Saying more with less? Disclosure conciseness, completeness and balance in Integrated Reports", Journal of Accounting and Public Policy, 2017, vol. 36, no. 3, pp. 220-238

### **Is it Shameful to be an Accountant? GenMe Perception(s) of Accountants' Ethics**

CAMERAN, M., A. CAGLIO, "Is it Shameful to be an Accountant? GenMe Perception(s) of Accountants' Ethics", *Abacus*, 2017, vol. 53, no. 1, pp. 1-27

#### **Management and accounting innovations: reflecting on what they are and why they are adopted**

CAGLIO, A., C. BUSCO, R. W. SCAPENS, "Management and accounting innovations: reflecting on what they are and why they are adopted", *Journal of Management & Governance*, 2014, vol. 19, no. 3, pp. 495-524

#### **Interdependence and accounting information exchanges in inter-firm relationships**

CAGLIO, A., A. DITILLO, "Interdependence and accounting information exchanges in inter-firm relationships", *Journal of Management and Governance*, 2012, vol. 16, no. 1, pp. 57-80

#### **Opening the black box of management accounting information exchanges in buyer-supplier relationships**

CAGLIO, A., A. DITILLO, "Opening the black box of management accounting information exchanges in buyer-supplier relationships", *Management Accounting Research*, 2012, vol. 23, no. 2, pp. 61-78

#### **A review and discussion of management control in inter-firm relationships: Achievements and future directions**

DITILLO, A., A. CAGLIO, "A review and discussion of management control in inter-firm relationships: Achievements and future directions", *Accounting, Organizations and Society*, 2008, vol. 33, no. 7-8, pp. 865-898

#### **Controllare la supply chain nel settore moda: quale ruolo per il management accounting**

CAGLIO, A., A. DITILLO, P. MADINI, "Controllare la supply chain nel settore moda: quale ruolo per il management accounting", *Economia & Management*, 2006, no. 1, pp. 59-74

#### **Enterprise Resource Planning systems and accountants: towards hybridization?**

CAGLIO, A., "Enterprise Resource Planning systems and accountants: towards hybridization?", *European Accounting Review*, 2003, vol. 12, no. 1, pp. 123-153

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## **Contribution to Chapters, Books or Research Monographs**

#### **The Field Research Method as Applied to Behavioural Accounting Research**

CAGLIO, A., A. DITILLO, "The Field Research Method as Applied to Behavioural Accounting Research" in *The Routledge Handbook of Behavioural Accounting Research*, Theresa Libby, Linda Thorne (Eds.), Routledge, pp. 325-340, 2025

#### **Educating the next generation of accountants: how to promote ethical consciousness through critical thinking**

CAGLIO, A., M. CAMERAN, "Educating the next generation of accountants: how to promote ethical consciousness through critical thinking" in *Accounting Ethics Education: Teaching Virtues and Values*, Costa A., Pinheiro M. (Eds.), Routledge, chap. 5, pp. 100-119, 2020

### **Combining Differentiated Knowledge for Innovation across Organizations**

DITILLO, A., A. CAGLIO, "Combining Differentiated Knowledge for Innovation across Organizations" in Accounting, Innovation and Inter-Organisational Relationships., Carlsson-Wall Martin, Håkansson Håkan, Kraus Kalle, Lind Johnny, Strömsten Torkel (Eds.), Routledge, pp. 157-175, 2018

### **The field research method as applied to behavioural accounting research: case studies**

CAGLIO, A., A. DITILLO, "The field research method as applied to behavioural accounting research: case studies" in The Routledge companion to behavioural accounting research., Libby Theresa, Thorne Linda (Eds.), Routledge, pp. 238-252, 2018

### **Beyond the "Ideal": Exploring Controls in Interfirm Settings from a Combinatorial Perspective**

CAGLIO, A., A. DITILLO, "Beyond the "Ideal": Exploring Controls in Interfirm Settings from a Combinatorial Perspective" in Management Dynamics in Strategic Alliances., T. K. Das (Ed.), Information Age Publishing, pp. 117-134, 2012

### **The Uses and Roles of Interfirm Accounting in Strategic Alliances: Does Transparency Make a Difference?**

CAGLIO, A., A. DITILLO, "The Uses and Roles of Interfirm Accounting in Strategic Alliances: Does Transparency Make a Difference?" in Strategic Alliances for Value Creation., T.K. Das (Ed.), Information Age Publishing, pp. 171-193, 2012

### **Dis-Integration through Integration: The Emergence of Accounting Information Networks**

AMIGONI, F., A. CAGLIO, A. DITILLO, "Dis-Integration through Integration: The Emergence of Accounting Information Networks" in Management Accounting in the Digital Economy., Alnoor Bhimani (Ed.), Oxford University Press, pp. 15-35, 2003

### **Implementing Enterprise Resource Planning Systems: Implications for Financial Specialists**

CAGLIO, A., M. NEWMAN, C. WESTRUP, "Implementing Enterprise Resource Planning Systems: Implications for Financial Specialists" in Contemporary Trends in Systems Development., M. Sein, B. E. Munkvold, T. Orvic, W. Wojtkowski, W. G. Wojtkowski, J. Zupancic, S. Wrycza (Eds.), Kluwer Academic Publishers, pp. 293-301, 2001

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## **Articles in national/international newspapers**

### **Se l'Ue perde slancio sulla sostenibilità**

CAGLIO, A., F. LOMBARDI, "Se l'Ue perde slancio sulla sostenibilità", Avvenire, 9 April 2025

### **Anche per il calcio la sostenibilità è innovazione**

CAGLIO, A., "Anche per il calcio la sostenibilità è innovazione", Il Sole 24 Ore, 23 April 2025

### **La sostenibilità fa le imprese più redditizie**

CAGLIO, A., "La sostenibilità fa le imprese più redditizie", La Repubblica - Affari&Finanza, 13 October 2025

### **Più trasparenza per le catene del valore legate alla sostenibilità**

CAGLIO, A., R. VINCENZI, "Più trasparenza per le catene del valore legate alla sostenibilità", Il Sole 24 Ore, 27 January 2024

### **Diamo voce alla natura (nei bilanci delle società)**

CAGLIO, A., "Diamo voce alla natura (nei bilanci delle società)", Economia de Il Corriere della Sera, 25 March 2024

### **Difficili da calcolare gli impatti finanziari della sostenibilità**

CAGLIO, A., A. PRENCIPE, "Difficili da calcolare gli impatti finanziari della sostenibilità", Il Sole 24 Ore, 20 December 2024

### **Una contabilità che sappia dare voce alla Natura**

CAGLIO, A., "Una contabilità che sappia dare voce alla Natura", Il Sole 24 Ore, 24 May 2023

### **Doppia rilevanza e connettività sono le sfide per le imprese italiane**

PRENCIPE, A., A. CAGLIO, "Doppia rilevanza e connettività sono le sfide per le imprese italiane", Il Sole 24 Ore, 28 November 2023

### **Globalisation and regulation in the European football industry**

CAGLIO, A., S. LAFFITTE, D. MASCIANDARO, G. OTTAVIANO, "Globalisation and regulation in the European football industry", voxEU.org, 19 December 2019

### **Financial Fair Play: Globalisation and regulation in the European football industry**

OTTAVIANO, G., S. LAFFITTE, D. MASCIANDARO, A. CAGLIO, "Financial Fair Play: Globalisation and regulation in the European football industry", voxEU.org, 19 December 2019

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## **Proceedings/Presentations**

### **Mission impossible? Accounting for Invisible, Inaudible and Absent Stakeholders**

ZICARI, A. P., A. CAGLIO, P. QUATTRONE, J. GEHMAN, "Mission impossible? Accounting for Invisible, Inaudible and Absent Stakeholders" in The 85th Annual Meeting of Academy of Management, July 25-29, 2025, Copenhagen, Denmark

### **The End of Greenwashing? A Renewed Infrastructure for CSR Information in the New Normal**

CAGLIO, A., G. MELLONI, J. SU, "The End of Greenwashing? A Renewed Infrastructure for CSR Information in the New Normal" in 82nd Annual Meeting of the Academy of Management - August 5-9, 2022, Seattle, WA, United States of America

### **Corporate Resilience During Crisis: The Role of Sustainability, Risk Management, and COVID-washing**

CAGLIO, A., G. MELLONI, J. SU, "Corporate Resilience During Crisis: The Role of Sustainability, Risk Management, and COVID-washing" in 81st Annual Meeting of the Academy of Management (AOM 2021), 30 July-3 August, 2021, (online), United States of America

### **Integrated management and reporting. State of the art and opportunities for research**

CAGLIO, A., "Integrated management and reporting. State of the art and opportunities for research" in SIDREA International Forum Roundtable - September 25-26, 2014, Palermo, Italy

### **Opening the black box of inter-organizational management accounting**

CAGLIO, A., "Opening the black box of inter-organizational management accounting" in ENROAC PhD Summer School - July 13-16, 2014, Certosa di Pontignano, Siena, Italy

### **Inter-organizational management accounting and social network analysis**

CAGLIO, A., "Inter-organizational management accounting and social network analysis" in ENROAC PhD Summer School, 2012, Certosa di Pontignano, Siena, Italy

### **Social innovation, new business models and management accounting**

CAGLIO, A., "Social innovation, new business models and management accounting" in SIDREA International Forum Roundtable - November 27-28, 2012, Modena, Italy

### **Living in "Transparency": exploring the interface of management accounting and the operational at Rautaruukki PLC**

DOSSI, A., A. CAGLIO, J. VAIVIO, J. TERO, "Living in "Transparency": exploring the interface of management accounting and the operational at Rautaruukki PLC" in 33rd Annual congress of European Accounting Association - May 19-21, 2010, Istanbul, Turkey

### **Is it a shame to be an accountant? The public perceptions of accountants' ethics**

CAGLIO, A., M. CAMERAN, "Is it a shame to be an accountant? The public perceptions of accountants' ethics" in 33rd Annual congress of European Accounting Association - May 19-21, 2010, Istanbul, Turkey

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## **Research Notes or short Articles in Journals**

### **Sustainability Reporting and the Digital Stakeholder**

CAGLIO, A., P. QUATTRONE, "Sustainability Reporting and the Digital Stakeholder", Strategic Finance, 6 November 2023

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## **Practice-Oriented Books**

### **Misurare e gestire le performance. Strumenti e modelli per monitorare i risultati**

DITILLO, A., A. CAGLIO, M. MORELLI - "Misurare e gestire le performance. Strumenti e modelli per monitorare i risultati" - 2020, Egea, Milano, Italy

### **Budget**

AMIGONI, F., A. CAGLIO - "Budget" - 2012, Egea, Milano, Italy

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## Articles upon Request/Invitation

### **Reviewing Inter-Organizational Management Accounting and Control Literature: A New Look**

CAGLIO, A., A. DITILLO, "Reviewing Inter-Organizational Management Accounting and Control Literature: A New Look", Journal of Management Accounting Research, 2020, vol. 33, no. 1, pp. 149–169

### **Inter-organizational control**

CAGLIO, A., A. DITILLO, "Inter-organizational control", Financial Management, December 2007, pp. 27-28

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## Other

### **Integrated Thinking in Action**

CAGLIO, A., G. MELLONI, "Integrated Thinking in Action", The Reporting Times, 2019, vol. 14

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## Working Papers

### **Does Financial Fair Play Matter? The Real Effects of UEFA Regulation for European Football Clubs**

CAGLIO, A., S. LAFFITTE, D. MASCIANDARO, G. OTTAVIANO - "Does Financial Fair Play Matter? The Real Effects of UEFA Regulation for European Football Clubs" - 2019, Paolo Baffi Centre Research Paper

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## Interview Articles

### **C'è un modo nuovo per valutare il bilancio delle aziende**

CAGLIO, A., "C'è un modo nuovo per valutare il bilancio delle aziende", wired.it, 29 November 2017

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## Textbooks

### **Controlling collaboration between firms. How to built and maintain successful relationships with external partners**

CAGLIO, A., A. DITILLO - "Controlling collaboration between firms. How to built and maintain successful relationships with external partners" - 2008, Elsevier, Amsterdam, Netherlands (The)

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## Research Monographs

### **Il costing oltre i confini d'impresa. Metodologie e strumenti per la misurazione e la gestione dei costi nella supply chain**

CAGLIO, A. - "Il costing oltre i confini d'impresa. Metodologie e strumenti per la misurazione e la gestione dei costi nella supply chain" - 2008, McGraw-Hill

### **L'evoluzione della Funzione Amministrativa. Attività, professionalità e assetti nell'era dell'integrazione informativa**

AGLIATI, M., A. CAGLIO, G. MELONI, F. MIROGLIO - "L'evoluzione della Funzione Amministrativa. Attività, professionalità e assetti nell'era dell'integrazione informativa" - 2001, Egea, Milano, Italy

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## **Research Reports**

### **Management Accounting in Networks: Techniques and Applications**

CAGLIO, A., A. DITILLO - "Management Accounting in Networks: Techniques and Applications" - 2006, CIMA Research Executive Summary Series

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## **Edited Books**

### **Contabilità Direzionale e Controllo di Gestione. Impatto delle Nuove Tecnologie**

CAGLIO, A., G. MELONI (Eds.), "Contabilità Direzionale e Controllo di Gestione. Impatto delle Nuove Tecnologie" - 2000, Egea, Milano, Italy