

Paolo Guenzi

Associate Professor



Knowledge Group: Marketing

Research Domains: Sales

Teaching Domains: Sales Management, Key Account Management,
Marketing Management, Marketing & Sales Integration

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Biography

Paolo Guenzi is an Associate Professor in the Department of Marketing at Università Bocconi and in SDA Bocconi.

At SDA Bocconi, he has been the Director of the Department of Marketing. He is the Director of the Commercial Excellence Lab at SDA Bocconi, Professor in the Executive MBA and in the Executive Master in marketing, program director in many sales management courses. He conducts research, education and consulting projects for many the leading players in several business-to business and consumer markets.

His research activities focus on three main areas: sales management, digital transformation of sales forces, and relationship marketing. In particular, he concentrates on all managerial drivers of sales performance and commercial excellence, on how to manage digital transformation in sales organizations, on the impact of sales leaders on team results and on marketing-sales relationships.

He is the author of about forty scientific articles published in prestigious international academic journals such as California Management Review, the Journal of the Academy of Marketing Science, the Journal of Product Innovation Management, Industrial Marketing Management, the European Journal of Marketing, Production and Operations Management, the Journal of Business Research, the International Journal of Service Industries Management, the Journal of Brand Management and the Journal of Marketing Management. He is also the author of twenty chapters in domestic and foreign books, and of many articles in Italian scientific journals. His most recent books are La trasformazione digitale delle vendite (Egea, 2021), Gestire le Vendite (Egea, 2015), Leading Teams (Wiley, 2013); Team Leadership (Egea, 2012); Sales Management: A Multinational Perspective, (Palgrave MacMillan, 2011). He has presented about fifty peer-reviewed papers at international conferences and has had a blog in the Harvard Business Review. He is the only Italian member of the Editorial Board of the Journal of Personal Selling&Sales Management. For many years, he was Chair of the Personal Selling track of Personal Selling & Sales Management at the European Marketing Conference. He has taught in a dozen different countries and has been an invited speaker in

many international business schools, including Harvard, INSEAD, Columbia, London Business School, Cranfield, University College Dublin, Vlerick.

Paolo earned a degree in Marketing and a Ph.D. in Business Economics both from Università Bocconi. In 2006, he earned the ITP (International Teachers Programme) at IMD. Paolo has two daughters and is actively involved in charity programs with the no-profit organization he co-founded.

Articles in Scholarly Journals

Global Events Demand Global Data: COVID-19 Crisis Responses and the Future of Selling and Sales Management Around the Globe

ROUZIOU, M., W. BOLANDER, K. PEESKER, P. HAUTAMÄKI, D. RANGARAJAN, M. SAMARAWEEERA, J. BULLEMORE, M. KLEIN, R. AGNIHOTRI, K. B. JENSEN, D. P. CLARO, C. FOURNIER, G. R. GONZALEZ, P. GUENZI, S. KADIĆ-MAGLAJLIĆ, C. LAI-BENNEJEAN, W. PALOMINO-TAMAYO, C. RAMOS, L. RYALS, J. SALAS, H. SHI, P. SQUIRE, J. WESTPHAL, "Global Events Demand Global Data: COVID-19 Crisis Responses and the Future of Selling and Sales Management Around the Globe", Journal of International Marketing, 2025, vol. 33, no. 2, pp. 61-82

In search of digital solution sellers: the role of non-monetary motivation and empowering leadership behaviors

GUENZI, P., E. J. NIJSSEN, "In search of digital solution sellers: the role of non-monetary motivation and empowering leadership behaviors", Journal of Personal Selling and Sales Management, 2024, vol. 44, no. 3, pp. 253-273

The relationship between digital solution selling and value-based selling: a motivation-opportunity-ability (MOA) perspective

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Dieci aree di azione per ridisegnare la funzione vendite

CAIOZZO, P., L. , I. M. COLM, P. GUENZI, M. A. SISTI, "Dieci aree di azione per ridisegnare la funzione vendite", Economia & Management, 2022, no. 4, pp. 83-91

B2B online sales pushes: Whether, when, and why they enhance sales performance

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The impact of digital transformation on salespeople: an empirical investigation using the JD-R model

GUENZI, P., E. J. NIJSSEN, "The impact of digital transformation on salespeople: an empirical investigation using the JD-R model", Journal of Personal Selling and Sales Management, 2021, vol. 41, no. 2, pp. 130-149

Mastering the Digital Transformation of Sales

GUENZI, P., J. HABEL, "Mastering the Digital Transformation of Sales", California Management Review, 2020, vol. 62, no. 4, pp. 57-85

Studying the antecedents and outcome of social media use by salespeople using a MOA framework

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It is all in good humor? Examining the impact of salesperson evaluations of leader humor on salesperson job satisfaction and job stress

GUENZI, P., D. RANGARAJAN, N. N. CHAKER, L. SAJTOS, "It is all in good humor? Examining the impact of salesperson evaluations of leader humor on salesperson job satisfaction and job stress", Journal of Personal Selling and Sales Management, 2019, vol. 39, no. 4, pp. 352-369

Cognitive and affective determinants of salesforce performance: A two-wave study

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The role of leadership in salespeople's price negotiation behavior

ALAVI, S., J. HABEL, P. GUENZI, J. WIESEKE, "The role of leadership in salespeople's price negotiation behavior", Journal of the Academy of Marketing Science, 2018, vol. 46, no. 4, pp. 703-724

Cosa attrae (e cosa no) delle carriere commerciali

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Top manager dalle vendite con una marcia in più

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Linking Data-Rich Environments with Service Innovation in Incumbent Firms: A Conceptual Framework and Research Propositions

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Le 7S della sales transformation

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Beyond the retention—acquisition trade-off: Capabilities of ambidextrous sales organizations

NIJSSSEN, E. J., P. GUENZI, M. VAN DER BORGH, "Beyond the retention—acquisition trade-off: Capabilities of ambidextrous sales organizations", Industrial Marketing Management, 2017, vol. 64, pp. 1-13

Il caso Ecolab

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The Combined Effect of Customer Perceptions about a Salesperson's Adaptive Selling and Selling Orientation on Customer Trust in the Salesperson: A Contingency Perspective

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How sales people see Organizational Citizenship Behaviors: an exploratory study using the laddering technique

GUENZI, P., F. PANZERI, "How sales people see Organizational Citizenship Behaviors: an exploratory study using the laddering technique", Journal of Business & Industrial Marketing, 2015, vol. 30, no. 2, pp. 218-232

Sogno o incubo? Marketing analytics e social media visti dai direttori marketing

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The Organizational Implications of Implementing Key Account Management: A Case-based Examination

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Competenze commerciali: cosa sono e come influenzano i risultati aziendali

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How to use a sponsorship platform to support an international master brand strategy: the UniCredit UEFA champions league sponsorship

PENNA, D., P. GUENZI, "How to use a sponsorship platform to support an international master brand strategy: the UniCredit UEFA champions league sponsorship", Journal of Brand Management, 2014, vol. 21, no. 2, pp. 133-149

The influence of formal and informal sales controls on customer-directed selling behaviors and sales unit effectiveness

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L'integrazione fra Marketing e Vendite: barriere, meccanismi operativi e risultati

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Organizational drivers of salespeople's customer orientation and selling orientation

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Interpersonal trust in commercial relationships: Antecedents and consequences of customer trust in the salesperson

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Loyalty building, relational trade-offs and key service employees: the case of radio DJs

ARBORE, A., P. GUENZI, A. ORDANINI, "Loyalty building, relational trade-offs and key service employees: the case of radio DJs", *Journal of Service Management*, 2009, vol. 20, no. 3, pp. 317-341

A comprehensive model of customer trust in two retail stores

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An empirical investigation into the impact of relationship selling and LMX on salespeople's behaviours and sales effectiveness

PAPAROIDAMIS, N. G., P. GUENZI, S. GEIGER, "An empirical investigation into the impact of relationship selling and LMX on salespeople's behaviours and sales effectiveness", *European Journal of Marketing*, 2009, vol. 43, no. 7/8, pp. 1053-1075

The sales function in the twenty-first century: where are we and where do we go from here?

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The impact of strategic account managers' behaviors on relational outcomes: An empirical study

GUENZI, P., L. GEORGES, C. PARDO, "The impact of strategic account managers' behaviors on relational outcomes: An empirical study", *Industrial Marketing Management*, 2009, vol. 38, no. 3, pp. 300-311

The joint contribution of marketing and sales to the creation of superior customer value

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Relational selling strategy and key account managers' relational behaviors: An exploratory study

GUENZI, P., C. PARDO, L. GEORGES, "Relational selling strategy and key account managers' relational behaviors: An exploratory study", *Industrial Marketing Management*, 2007, vol. 36, no. 1, pp. 121-133

Developing marketing capabilities for customer value creation through Marketing-Sales integration

TROILO, G., P. GUENZI, "Developing marketing capabilities for customer value creation through Marketing-Sales integration", *Industrial Marketing Management*, 2006, vol. 35, no. 8, pp. 974-988

The launch of new brands by professional soccer teams: the case of U.S. Lecce - Salento 12

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L'innovazione nei sistemi di offerta delle società di calcio: dagli stadi alle strutture polifunzionali customer-based

GUENZI, P., M. PAVAN, "L'innovazione nei sistemi di offerta delle società di calcio: dagli stadi alle strutture polifunzionali customer-based", *Finanza, Marketing e Produzione*, 2005, vol. 22, no. 3, pp. 81-107

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GUENZI, P., O. PELLONI, "Relazioni interpersonali e customer loyalty: il caso dei fitness club", *Finanza, Marketing e Produzione*, 2004, vol. 22, no. 1, pp. 119-141

Il contributo dei venditori alla soddisfazione del cliente: un'analisi nel mercato finanziario

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Analizzare e gestire la dealer satisfaction: un'analisi empirica nel mercato degli orologi

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The impact of interpersonal relationships on customer satisfaction and loyalty to the service provider

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L'efficacia del testimonial atleta nelle politiche pubblicitarie aziendali

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I sistemi di controllo della forza di vendita

GUENZI, P., "I sistemi di controllo della forza di vendita", *Economia & Management*, 2004, no. 1, pp. 15-25

Antecedents and consequences of a firm's selling orientation

GUENZI, P., "Antecedents and consequences of a firm's selling orientation", *European Journal of Marketing*, 2003, vol. 37, no. 5/6, pp. 706-727

Sales Force Activities and Customer Trust

GUENZI, P., "Sales Force Activities and Customer Trust", *Journal of Marketing Management*, 2002, vol. 18, no. 7-8, pp. 749-778

Il ruolo della forza vendita nella generazione di fiducia del cliente. Un'indagine empirica nelle imprese italiane

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Orientamento commerciale dell'impresa e attività svolte dai venditori: un'analisi esplorativa nelle imprese italiane

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La comunicazione di marketing nei parchi a tema: il caso Gardaland

GUENZI, P., "La comunicazione di marketing nei parchi a tema: il caso Gardaland", *Micro & Macro Marketing*, 1998, vol. 7, no. 2, pp. 295-321

Il marketing nel mercato radiofonico: il caso Radio DeeJay

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Un approccio marketing-oriented per la classificazione dei servizi per il tempo libero

GUENZI, P., E. VALDANI, "Un approccio marketing-oriented per la classificazione dei servizi per il tempo libero", *Sinergie*, 1996, vol. 41, pp. 69-94

Il caso Eurodisney

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Practice-Oriented Books

Marketing dell'Ignoranza: Un prodotto Made in Italy di straordinario successo

GUENZI, P. - "Marketing dell'Ignoranza: Un prodotto Made in Italy di straordinario successo" - 2025, Egea, Milano, Italy

Commercial excellence. La scienza dietro l'arte dell'eccellenza commerciale

CAIOZZO, P., P. GUENZI, L., I. M. COLM - "Commercial excellence. La scienza dietro l'arte dell'eccellenza commerciale" - 2025, McGraw-Hill, Italy

La trasformazione digitale delle vendite. Innovare strategie e processi commerciali con le tecnologie

GUENZI, P. - "La trasformazione digitale delle vendite. Innovare strategie e processi commerciali con le tecnologie" - 2021, Egea, Milano, Italy

Leading teams: tools and techniques for successful team leadership from the sports world

GUENZI, P., D. RUTA - "Leading teams: tools and techniques for successful team leadership from the sports world" - 2013, John Wiley & Sons, United States of America

Team Leadership: idee e azioni tra sport e management

GUENZI, P., D. RUTA - "Team Leadership: idee e azioni tra sport e management" - 2011, Egea, Milano, Italy

Cases in International Case Collections

Introducing Social Selling with Digital Lead Generation in B2B: The Gewiss SpA Case

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The Strategic Role of Sales Content Management for Omnichannel Customer Journeys: The Bioline Jatò Case

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Gestire le vendite. L'eccellenza nel sales management. Il edizione

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How students perceive salespeople and the sales job

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Are we Missing the Real Points?

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What are sales capabilities and how do they affect performance? A preliminary investigation

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The impact of sales capabilities on performance

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Does adaptive selling improve or hurt customer trust in the salesperson?

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Solving The Paradox Of Machiavellianism: Machiavellianism May Make For Productive Sales But Poor Team Spirit

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An investigation into the consequences of prosocial behaviors of salespeople using the laddering technique

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The role of emotions in affecting sales performance: a longitudinal study

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Investigating the antecedentes of customer trust in the salesperson

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What can sales managers learn from coaches of professional sport teams?

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Organizational drivers of customer-oriented selling

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The contingent value of sales participation in marketing decision-making on organizational performance

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Marketing-Sales relationship: how to achieve their integration?

TROILO, G., P. GUENZI, "Marketing-Sales relationship: how to achieve their integration?" in 37th EMAC Conference - May 27-30, 2008, Brighton, Great Britain

The contingent value of sales partecipation in marketing decision-making for market performance

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