

Gabriella Lojacono

Associate Professor



Knowledge Group: Strategy and Operations

Research Domains: International Management

Teaching Domains: Market Selection, Adaptation Strategies, Arbitrage and Offshoring, Globalization, Entry Modes

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Biography

Gabriella Lojacono is an Associate Professor of International Management at the Department of Management and Technology, Università Bocconi, and at SDA Bocconi School of Management. She serves as a Strategic Advisor in B4I, a business acceleration hub of Università Bocconi, and is the Director of the Executive Master in Luxury Management - EMiLUX.

Until 2019, she was a Senior Researcher at the Gucci Lab, Università Bocconi. From January 2017 to December 2020, she held the position of Faculty Deputy of the Knowledge Group Strategy and Entrepreneurship. She has coordinated several training and research projects primarily for companies in FMCG, fashion, cosmetics, eyewear, design, jewelry, automotive, hospitality, and F&B sectors. Since 2012, she has been part of the faculty of Elite-Euronext, a program that assists SMEs in their growth and access to public and private capital. Her research projects have focused on the international growth of companies. In recent years, she has conducted executive workshops dedicated to strategic planning. She teaches International Strategy Luxury Management and Design Thinking at the Master of Science level, and International Strategy and Merchandising in the Full-time MBA program.

She is the author of numerous essays and articles on her topics of expertise. Her work has been published in several journals, including *Economia & Management*, *Sloan Management Review*, *Long Range Planning*, *International Business Review*, and *Strategic Change*. Her latest two books are "Resilience of Luxury Companies in Times of Change" (with Laura Pan), De Gruyter (2021), and "The Future of Customer Luxury Experience", Kogan Page (2024). She has written many business cases archived in international databases on multinational companies such as Nespresso, Bottega Veneta, Starbucks, Davines, Inditex, Ferrari, Illy, Valentino, Nike, and Gucci.

Gabriella obtained a Degree in Business Economics with a specialization in Corporate Finance and a Ph.D. in Business Administration and Management from Università Bocconi, and an ITP (International Teachers Programme) organized by ISBM at HEC Paris. During her Ph.D., she was a Visiting Scholar at Copenhagen

Business School and collaborated on Design Thinking projects with Design Continuum, Boston.

Other

Made to see: The Italian eyewear engine - Made to see: il motore italiano dell'occhialeria

LOJACONO, G., "Made to see: The Italian eyewear engine - Made to see: il motore italiano dell'occhialeria", SDA Bocconi Insight, 4 August 2025

Luxury at a crossroads: A new era of leadership and reinvention - Il lusso a un bivio: una nuova era di leadership e reinvenzione

LOJACONO, G., "Luxury at a crossroads: A new era of leadership and reinvention - Il lusso a un bivio: una nuova era di leadership e reinvenzione", SDA Bocconi Insight, 29 September 2025

Dialogue on the future of luxury and its leaders - Dialogo sul futuro del lusso e dei suoi leader

LOJACONO, G., "Dialogue on the future of luxury and its leaders - Dialogo sul futuro del lusso e dei suoi leader", SDA Bocconi Insight, 7 October 2025

Italian taste, American test: Competing and thriving in the U.S. F&B market - Alla conquista della tavola americana: quando il F&B italiano piace negli USA

LOJACONO, G., "Italian taste, American test: Competing and thriving in the U.S. F&B market - Alla conquista della tavola americana: quando il F&B italiano piace negli USA", SDA Bocconi Insight, 17 November 2025

Edited Books

The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences

LOJACONO, G. (Ed.), "The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences" - 2024, Kogan Page

Vincere con le idee. Innovazione, design, performance

BAGLIERI, E., G. LOJACONO (Eds.), "Vincere con le idee. Innovazione, design, performance" - 2009, Egea, Milano, Italy

Trend evolutivi e modifica dei Business Model nel settore dell'illuminazione

LOJACONO, G. (Ed.), "Trend evolutivi e modifica dei Business Model nel settore dell'illuminazione" - 2005, Franco Angeli, Milano, Italy

Il sistema gioiello tra tradizione ed innovazione

CARCANO, L., E. P. CORBELLINI, G. LOJACONO, P. VARACCA (Eds.), "Il sistema gioiello tra tradizione ed innovazione" - 2002, Etas Libri, Milano, Italy

Contribution to Chapters, Books or Research Monographs

The alchemy of luxury: Brand identity and value creation

LOJACONO, G., "The alchemy of luxury: Brand identity and value creation" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 1, pp. 7-21, 2024

(Un)setting the boundaries: The world of luxury and its protagonists

LOJACONO, G., "(Un)setting the boundaries: The world of luxury and its protagonists" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 2, pp. 22-58, 2024

Timeless yet timely: The paradox of luxury authenticity

LOJACONO, G., "Timeless yet timely: The paradox of luxury authenticity" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 3, pp. 59-79, 2024

Experience-led luxury strategies: How brands are reshaping customer activation and engagement

LOJACONO, G., "Experience-led luxury strategies: How brands are reshaping customer activation and engagement" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 5, pp. 89-137, 2024

Seamless retail: Bridging the digital and physical divide

LOJACONO, G., "Seamless retail: Bridging the digital and physical divide" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 6, pp. 138-182, 2024

How to build a 360° view of the customer to nurture personalized relationships

LOJACONO, G., "How to build a 360° view of the customer to nurture personalized relationships" in The Future of Luxury Customer Experience: How to Create High-Value, Personalized Omnichannel Experiences., Gabriella Lojacono (Ed.), Kogan Page, chap. 7, pp. 183-199, 2024

Il Lusso è Cultura

LOJACONO, G., "Il Lusso è Cultura" in Manager del Futuro., E. Baglieri (Ed.), Egea, chap. 8, pp. 123-135, 2022

The Entry in International Markets

LOJACONO, G., "The Entry in International Markets" in Corporate Strategy For A Sustainable Growth. Alignment, Execution, and Transformation., G. Corbetta, P. Morosetti (Eds.), Bocconi University Press - BUP, chap. 12, pp. 145-154, 2020

Organizing export strategies

LOJACONO, G., M. VENZIN, "Organizing export strategies" in Orchestration of the Global Network Organization - Advances in International Management., T. Pedersen, M. Venzin, T. M. Devinney, L. Tihanyi (Eds.), Emerald Group Publishing Limited, vol. 27, pp. 283-298, 2014

Exploring processes and capabilities in offshoring intermediation

LOJACONO, G., O. ANNUSHKINA, "Exploring processes and capabilities in offshoring intermediation" in The offshoring challenge: strategic design and innovation for tomorrow's organization., T. Pedersen, L. Bals, P.D. Ørberg Jensen, M. M. Larsen (Eds.), Springer, pp. 79-98, 2013

Imitative offshoring strategies. Lessons learnt from the Italian small domestic appliance industry

LOJACONO, G., O. ANNUSHKINA, "Imitative offshoring strategies. Lessons learnt from the Italian small domestic appliance industry" in Global Outsourcing and Offshoring., Contractor F., Vikas Kumar, Sumit K. Kundu, Torben Pedersen (Eds.), Cambridge University Press, pp. 411-448, 2010

Innovazione: le tematiche strategiche

BAGLIERI, E., G. LOJACONO, "Innovazione: le tematiche strategiche" in Vincere con le idee. Innovazione, design, performance., Enzo Baglieri, Gabriella Lojacono (Eds.), Egea, pp. 9-34, 2009

Whirpool: progettare e valutare l'innovazione

LOJACONO, G., M. SIGNA, P. VARACCA, "Whirpool: progettare e valutare l'innovazione" in Vincere con le idee. Innovazione, design, performance., Enzo Baglieri, Gabriella Lojacono (Eds.), Egea, pp. 149-160, 2009

The Italian Furniture Industry and the Kartell Case Study

LOJACONO, G., "The Italian Furniture Industry and the Kartell Case Study" in Design Management. Exploring Fieldwork and Applications., Jerrad R., Hands D. (Eds.), Routledge, pp. 50-71, 2007

Il profilo strutturale della filiera degli apparecchi per l'illuminazione

CATALANI, A., G. LOJACONO, P. VARACCA, "Il profilo strutturale della filiera degli apparecchi per l'illuminazione" in Trend Evolutivi e Modifica dei Business Model nel Settore dell'Illuminazione., G. Lojacono (Ed.), Franco Angeli, pp. 25-58, 2005

Le strategie competitive

LOJACONO, G., P. VARACCA, "Le strategie competitive" in Trend Evolutivi e Modifica dei Business Model nel Settore dell'Illuminazione., G. Lojacono (Ed.), Franco Angeli, pp. 96-119, 2005

Un'analisi del sistema arredamento italiano

LOJACONO, G., "Un'analisi del sistema arredamento italiano" in Disegnato in Italia. Il design come elemento competitivo nella piccola-media impresa., L. Galloni, R. Mangiarotti (Eds.), Hoepli, pp. 57-68, 2005

Il prodotto e la sua creazione

LOJACONO, G., P. VARACCA, "Il prodotto e la sua creazione" in Il sistema gioiello tra tradizione ed innovazione., L.Carcano, E.Corbellini, G.Lojacono, P.Varacca (Eds.), Etas Libri, pp. 51-80, 2002

La criticità e l'evoluzione della distribuzione

LOJACONO, G., "La criticità e l'evoluzione della distribuzione" in Il sistema gioiello tra tradizione ed innovazione., L.Carcano, E.Corbellini, G.Lojacono, P.Varacca (Eds.), Etas Libri, pp. 81-106, 2002

I distretti del mobile: Brianza Comasca e Milanese; Livenza e Quartier Del Piave

LOJACONO, G., M. CHIARVESIO, "I distretti del mobile: Brianza Comasca e Milanese; Livenza e Quartier Del Piave" in La sfida delle tecnologie di rete: distretti lombardi e veneti a confronto., G. Brunetti, M.Marelli, M. Minoja (Eds.), Franco Angeli, pp. 124-176, 2002

Arred@mento on line. L'impatto di Internet nel settore arredamento

LOJACONO, G., "Arred@mento on line. L'impatto di Internet nel settore arredamento" in E-Business: condizioni e strumenti per le imprese vincenti., C. Dematté (Ed.), Etas Libri, pp. 497-522, 2001

Il distretto del mobile della Brianza Comasca e Milanese

LOJACONO, G., "Il distretto del mobile della Brianza Comasca e Milanese" in Euro e distretti industriali – Una ricerca nella realtà lombarda., G.Brunetti, M.Marelli, F.Visconti (Eds.), Franco Angeli, pp. 73-126, 2000

External Economies and Value Net Strategies in Italian Furniture Districts

LOJACONO, G., M. LORENZEN, "External Economies and Value Net Strategies in Italian Furniture Districts" in Specialisation and Localised Learning., Lorenzen, M. (Eds.), Copenhagen Business School Press, pp. 71-94, 1998

Teaching Materials

Bottega Veneta: Prioritizing Value over Volume to Preserve Authenticity

LOJACONO, G. - "Bottega Veneta: Prioritizing Value over Volume to Preserve Authenticity" - 2023, SDA Bocconi, Milano, Italy

Nike: Blurring Lines Between Physical and Digital World

LOJACONO, G. - "Nike: Blurring Lines Between Physical and Digital World" - 2023, Università Commerciale Luigi Bocconi, Italy

Aura Consortium Blockchain: How to Raise Brand Experience to the next Level through Technology and Data

LOJACONO, G. - "Aura Consortium Blockchain: How to Raise Brand Experience to the next Level through Technology and Data" - 2023, Università Commerciale Luigi Bocconi, Italy

Articles in Scholarly Journals

L'eccellenza si fa in gruppo: il caso Florence

LOJACONO, G., "L'eccellenza si fa in gruppo: il caso Florence", Economia & Management, 2023, no. 3, pp. 26-30

L'autenticità genera unicità, fiducia e fedeltà

LOJACONO, G., "L'autenticità genera unicità, fiducia e fedeltà", Economia & Management, 2023, no. 3, pp. 34-37

The fine line between localization and cultural appropriation in personal luxury goods: An exploratory study

LOJACONO, G., "The fine line between localization and cultural appropriation in personal luxury goods: An exploratory study", *Strategic Change*, 2022, vol. 31, no. 5, pp. 487-496

Il mondo del lusso non è più lo stesso (ed è meglio così) - The World of Luxury is No Longer the Same (Which is Good)

LOJACONO, G., "Il mondo del lusso non è più lo stesso (ed è meglio così) - The World of Luxury is No Longer the Same (Which is Good)", *Economia & Management*, 2020, no. 4, pp. 63-69

Offshoring, local market entry, and the strategic context of cross-border alliances: The impact on the governance mode

LOJACONO, G., N. MISANI, S. TALLMAN, "Offshoring, local market entry, and the strategic context of cross-border alliances: The impact on the governance mode", *International Business Review*, 2017, vol. 26, no. 3, pp. 435-447

Interior design 4.0

LOJACONO, G., M. VIZZACCARO, "Interior design 4.0", *Economia & Management*, 2017, no. 2, pp. 66-71

Il contract: un modello di internazionalizzazione per l'arredamento

LOJACONO, G., A. CATALANI, A. BRUNO, "Il contract: un modello di internazionalizzazione per l'arredamento", *Economia & Management*, 2012, no. 6, pp. 71-94

Strategie di Outsourcing e Offshoring: driver e impatto sui modelli di business

LOJACONO, G., "Strategie di Outsourcing e Offshoring: driver e impatto sui modelli di business", *Economia & Management*, 2009, no. 2, pp. 17-26

Il ruolo degli importatori in uno scenario globale. Il caso degli elettrodomestici di largo consumo

LOJACONO, G., O. ANNUSHKINA, "Il ruolo degli importatori in uno scenario globale. Il caso degli elettrodomestici di largo consumo", *Economia & Management*, 2009, no. 1, pp. 57-70

Private Equity e gruppi multibrand nel sistema arredamento

LOJACONO, G., N. GUERINI, "Private Equity e gruppi multibrand nel sistema arredamento", *Economia & Management*, 2008, no. 3, pp. 97-144

Managing design and designers for strategic renewal

RAVASI, D., G. LOJACONO, "Managing design and designers for strategic renewal", *Long Range Planning*, 2005, vol. 38, no. 1, pp. 51-77

Il mercato USA dell'arredamento: quali opportunità e sfide per le aziende italiana di alta gamma?

LOJACONO, G., "Il mercato USA dell'arredamento: quali opportunità e sfide per le aziende italiana di alta gamma?", *Economia & Management*, 2004, no. 4, pp. 61-79

The evolution of the design-inspired enterprise

LOJACONO, G., G. ZACCAI, "The evolution of the design-inspired enterprise", Mit Sloan Management Review, 2004, vol. 45, pp. 75-79

Il business to consumer nel sistema arredamento: ostacoli alla diffusione e condizioni di successo

LOJACONO, G., L. CARCANO, "Il business to consumer nel sistema arredamento: ostacoli alla diffusione e condizioni di successo", Economia & Management, 2001, no. 6, pp. 71-84

Strategie di sviluppo del territorio: il ruolo delle One-Stop Agency. Esperienze internazionali a confronto

LOJACONO, G., C. TRIPODI, "Strategie di sviluppo del territorio: il ruolo delle One-Stop Agency. Esperienze internazionali a confronto", Economia & Management, 1999, no. 6, pp. 97-110

Cases in International Case Collections

Ferrari: Exclusivity & Resilience

LOJACONO, G., L. R. Y. PAN - "Ferrari: Exclusivity & Resilience" - 2022, The Case Centre, Great Britain

The global market for italian sparkling wine

LOJACONO, G., N. MISANI - "The global market for italian sparkling wine" - 2021, The Case Centre, Great Britain

Illycaffè's International Growth. Evaluating Foreign Demand for Italian Super-Premium Coffee

LOJACONO, G., N. MISANI, M. SESINI - "Illycaffè's International Growth. Evaluating Foreign Demand for Italian Super-Premium Coffee" - 2021, The Case Centre, Great Britain

Farfetch: How to Stay Ahead of the Curve in Luxury e-Commerce

LOJACONO, G., N. MISANI - "Farfetch: How to Stay Ahead of the Curve in Luxury e-Commerce" - 2021, The Case Centre, Great Britain

SDF Internationalization: A Family Business, from Its Local Beginnings to International Expansion

LOJACONO, G., M. SESINI - "SDF Internationalization: A Family Business, from Its Local Beginnings to International Expansion" - 2020, The Case Centre, Great Britain

Davines: Internationalizing a niche

LOJACONO, G., N. MISANI - "Davines: Internationalizing a niche" - 2017, The Case Centre, Great Britain

The International Growth of Fast Fashion Retailers: The Inditex Case

LOJACONO, G., N. MISANI, P. VARACCA CAPELLO - "The International Growth of Fast Fashion Retailers: The Inditex Case" - 2013, The Case Centre, Great Britain

China vs Vietnam: Almax's Market Selection (A)

LOJACONO, G. - "China vs Vietnam: Almax's Market Selection (A)" - 2012, The Case Centre, Great Britain

China vs Vietnam: Almax's Market Selection (B)

LOJACONO, G. - "China vs Vietnam: Almax's Market Selection (B)" - 2012, The Case Centre, Great Britain

Boffi (A): Managing Internationalization in Luxury Goods

LOJACONO, G. - "Boffi (A): Managing Internationalization in Luxury Goods" - 2010, The Case Centre, Great Britain

Boffi (B): Evaluating Foreign Market Profitability

LOJACONO, G. - "Boffi (B): Evaluating Foreign Market Profitability" - 2010, The Case Centre, Great Britain

B&B ITALIA: Managing Product Development in a Design Factory

LOJACONO, G. - "B&B ITALIA: Managing Product Development in a Design Factory" - 2010, The Case Centre, Great Britain

Kartell: Managing the Turnaround

LOJACONO, G. - "Kartell: Managing the Turnaround" - 2005, The Case Centre, Great Britain

Practice-Oriented Books

Resilience of Luxury Companies in Times of Change

LOJACONO, G., L. R. Y. PAN - "Resilience of Luxury Companies in Times of Change" - 2021, De Gruyter, Berlin, Germany

Il mondo orafo fra tradizione e innovazione

CORBELLINI, E., L. CARCANO, P. VARACCA, G. LOJACONO - "Il mondo orafo fra tradizione e innovazione" - 2002, Etas Libri, Milano, Italy

Research Monographs

Made in Italy industries. Managerial issues and best practices

CARCANO, L., G. LOJACONO - "Made in Italy industries. Managerial issues and best practices" - 2018, Bocconi University Press - BUP, Milano, Italy

Italian beauty. Il mercato italiano della bellezza tra sogno e innovazione.

AIROLDI, A., G. LOJACONO - "Italian beauty. Il mercato italiano della bellezza tra sogno e innovazione." - 2014, Rizzoli, Italy

Competitività e crescita internazionale del sistema arredamento

LOJACONO, G. - "Competitività e crescita internazionale del sistema arredamento" - 2008, Etas Libri, Milano, Italy

Competitività internazionale, business model e opzioni strategiche nel settore serramenti

LOJACONO, G., L. CARCANO, A. CATALANI - "Competitività internazionale, business model e opzioni strategiche nel settore serramenti" - 2007, Franco Angeli, Milano, Italy

Le imprese del sistema arredamento: strategie di design, prodotto e distribuzione - II Edizione

LOJACONO, G. - "Le imprese del sistema arredamento: strategie di design, prodotto e distribuzione - II Edizione" - 2003, Etas Libri, Milano, Italy

Proceedings/Presentations

Controlling Offshore Activities: The Choice of Equity vs. Non-Equity Alliances

LOJACONO, G., N. MISANI, S. TALLMAN, "Controlling Offshore Activities: The Choice of Equity vs. Non-Equity Alliances" in Academy of International Business Meeting - June 23-26, 2014, Vancouver, Canada

The role of international trade intermediaries in a global context: the case of small household appliances

LOJACONO, G., O. ANNUSHKINA, "The role of international trade intermediaries in a global context: the case of small household appliances" in Proceedings of the 51st Annual Meeting of the Academy of international Business - June 27-30, 2009, San Diego, CA, United States of America

Export strategies: archetypes and their performance impacts

LOJACONO, G., M. VENZIN, "Export strategies: archetypes and their performance impacts" in Proceedings of the 51st Annual Meeting of the Academy of international Business - June 27-30, 2009, San Diego, CA, United States of America

Articles upon Request/Invitation

Il Salone delle meraviglie

LOJACONO, G., A. CATALANI, "Il Salone delle meraviglie", Economia & Management, 2008, no. 4, pp. 56-57

Research Notes or short Articles in Journals

Da Export Manager a International Business Developper nelle PMI del sistema arredo

LOJACONO, G., M. VENZIN, "Da Export Manager a International Business Developper nelle PMI del sistema arredo", Economia & Management, 2008, no. 4, pp. 54-55