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Tanaka, South Kensington Campus, SW7 2AZ, London, UK
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TEACHING AND RESEARCH INTERESTS

Innovation, Organization studies, Healthcare

EDUCATION

Imperial College Business School, London, UK PhD in Management Award: <i>President's Imperial Scholar</i>	Oct. 2013 – Aug. 2018
Bocconi University, Milan, IT MSc in Economics and Management Grade: 110/110 summa cum laude	Sept. 2008 – Oct. 2010
Arizona State University, W.P. Carey, AZ, USA Exchange Program, MBA classes – track Healthcare GPA: 4.9/5	Aug. 2009 – Jan. 2010
Babson College, Boston, MA, USA Bocconi Campus Abroad	Jul. – Aug. 2007
Bocconi University, Milan, IT BSc in Economics and Management Grade: 110/110 summa cum laude	Sept. 2005 – Jul. 2008
Grammar School, Liceo Classico G. Veronese, Chioggia, VE, IT Grade: 100/100	Sept. 2000 – Jul. 2005

DOCTORAL RESEARCH PAPERS

Boscolo P.R. & Barlow. J. 'The diffusion, abandonment and re-adoption of innovation', targeted at *Research policy*

A multi-level analysis of science, technology, policies and organizational dynamics characterizing the diffusion journey of home based kidney dialysis, an innovation that diffused quickly in the 1970s and 1980s, then declined in favour of hospital based solutions, and is now being readopted. The paper aims to contribute to a more comprehensive theory of innovation abandonment, but it has also practical implications for the industry, the healthcare sector and the broader society; renal care poses in fact a global public health challenge and the conventional hospital based dialysis model is increasingly unsustainable, prompting a need for home-based solutions.

Boscolo P.R., Barlow, J & Phillips, N. ‘Relaxing professional boundaries to accommodate innovation and change’, targeted at *Journal of Management Studies*

The purpose of the paper is to discuss whether and how innovative practices can impact on professional boundaries and vice versa how the experiences and activities of different professionals at their boundaries can impact on the implementation of innovative practices. Using a multiple-case study research design and a qualitative approach, we studied the interactions among physicians and nurses in four hospital renal care units, in the context of changing clinical and care practices.

Boscolo P.R., Phillips, N., & Barlow, J. ‘How can competing innovations coexist within the same organization?’ Targeted at *Organization Science*

While most studies explore the implementation of specific and well-defined innovations, organizations sometimes adopt and implement more than one solution concurrently, for the same or connected uses. This paper investigates what makes organizations to adopt apparently competing innovations and the implications of having competing technologies and processes within the same organization. The study uses a qualitative comparative approach focusing on two hospitals that implemented different technologies within their renal care units.

WORKING EXPERIENCE

Postdoc researcher, SDA Bocconi School of Management. **Oct. 2018 - Present**
Government, Health and Not For Profit (GHNP) Division

Imperial College Business School, London, UK **Dec. 2014 – Sept. 2018**
Teaching Assistant for:
Qualitative methods (Doctoral Program)
International Business (Online global MBA)
Market fundamentals (Executive education)
Strategic management (MSc in Management)

World Bank & Imperial College London **Jan. - Jun. 2018**
External consultant – Policy Impact Evaluation.
Uganda Multi-Sectoral Food Security & Nutrition Project

The Profs, London, UK **Dec. 2014 - Jun. 2015**
University Tutor
Management, Economics, Research methods, Counselling and self-awareness

CHEPI, Centre for Health Economics & Policy Innovation **Oct. 2013 - Present**
Imperial College Business School, London, UK.
Research fellow. Responsible for CHEPI seminar series

SDA Bocconi School of Management, Milan, IT **Jan. 2011 - Sept. 2013**
Instructor of *Advanced Economic Evaluations*, MIMHEP,
Master in International Health Care Management, Economics and Policy

Instructor and program coordinator, *Executive education in Healthcare management and Health economics* for several healthcare organizations, including hospitals, med-tech and pharma companies

Bocconi University, Milan, IT
Teaching assistant for Public Management

Nov. 2010 - Sept. 2013

Centre for Research on Health and Social Care Management (CERGAS) SDA Bocconi, Milan, IT
Research fellow.

Nov. 2010 – Present

Involved in several research projects of healthcare management, healthcare policy and health economics:

- Supply chain management in healthcare, sponsored by CEVA Logistics. *Multiple case study research (2010 - 2011)*
- PPP for the construction of a new hospital, sponsored by San Raffaele Foundation, *Financial evaluation (2011)*
- PPP in healthcare service delivery – the case of Nephrocare – sponsored by Fresenius Medical Care. *Case study (2011)*
- Study of organizational processes in dialysis services – sponsored by Fresenius Medical Care, in collaboration with National Society for Nephrology (SIN). *Multiple case study research (2011 - 2012)*
- Cost-effectiveness evaluation of Mitraclip, a cardiovascular device for mitral regurgitation, sponsored by Abbott. *Cost effectiveness analysis and propensity score matching (2012 - 2013)*
- Study of medical devices purchases and consumption in Italy – sponsored by the Italian Ministry of Health, Directorate General of Medical Devices and Pharmaceutical Service. *Project coordinator (2012 - 2013)*
- A qualitative study of the organizational dynamics triggered by the adoption and diffusion of healthcare innovations, sponsored by the Italian Ministry of Health, Directorate General of Medical Devices and Pharmaceutical Service. *Multiple case study research (2017 - present)*
- Value-based frameworks in healthcare, sponsored by the Italian Ministry of Health, Medical Devices and Pharmaceutical Directorate. *Literature review (2018)*

Nexen Business Consultants, Milan, Rome, IT
Intern - *Organization and Strategy*. Staffed on:

Mar. 2010 - Aug. 2010

- Evaluation of public secondary education programs in Italy – with Italian Ministry of Education, University and Research (MIUR), Rome, IT
- Process mapping and redesign – diversification into online banking - CheBanca! Milan, IT

PUBLICATIONS

Armeni, P., **Boscolo, P.R.**, Callea, G., Cavallo M.C., Ciani, O., Costa, F., Ghislandi, S., Tarricone, R., Torbica, A. ‘Prezzi di riferimento per dispositivi medici: criticità, vantaggi e approcci’, *Rapporto OASI sulla sanità in Italia 2018*

Boscolo, P.R., Ciani, O., Federici, C., Furnari, A., Tarricone, R. (2017) ‘Gli outcome di salute del SSN’, *Rapporto OASI sulla sanità in Italia 2017*

Tarricone, R., **Boscolo, P.R.**, Armeni, P. (2016) ‘What type of clinical evidence is needed to assess medical devices?’, *European Respiratory Review*, No. 25, pp. 259-265

Ciani, O., Armeni, P., **Boscolo, P.R.**, Cavazza, M., Jommi, C., Tarricone, R., (2016) ‘De innovazione: The concept of innovation for medical technologies and its implications for healthcare policy-making’, *Health Policy and Technology*, Vol. 5, No. 1, pp. 47-64

Armeni P., **Boscolo P.R.**, Tarricone R., Capodanno D., Maggioni AP, Grasso C., Tamburino C., Maisano F. (2016) ‘Real-world cost effectiveness of MitraClip combined with Medical Therapy Versus Medical therapy alone in patients with moderate or severe mitral regurgitation’, *International journal of cardiology*, No. 209, pp. 153-60

Gonzalez, F.M., Finch, A.P., Armeni, P., **Boscolo, P.R.**, Tarricone, R. (2015) ‘Comparative effectiveness of Mitraclip plus medical therapy versus medical therapy alone in high-risk surgical patients: A comprehensive review’, *Expert Review of Medical Devices*, Vol, 12, No. 4, pp. 471-85

Salvatore C., **Boscolo, P.R.**, Tarricone, R. (2013) ‘Planning and control of medical device investments by Italian public health authorities: A means to improve the decision-making processes’, *Journal of Medical Marketing*, Vol. 13, No. 3, pp. 135 - 141

Boscolo, P.R., Canobbio, M., Ciani, O., (2012) ‘Hospital-based HTA: quale valore per la valutazione delle tecnologie nelle Aziende Sanitarie Italiane?’ *Special Issue no. 2, 2012; Management Control*, Franco Angeli (selected among the four best papers of AIDEA GIOVANI, Italian Academy of Business Administration and Management, Cagliari 2011) [*Hospital based HTA, what is its value to assess technologies in hospitals?*]

Boscolo P.R., Tozzi, V. (2012) ‘Forme di gestione e modelli istituzionali per la filiera dei servizi nefrologici. Analisi di alcune esperienze in Italia’, *Giornale Italiano di nefrologia*, organo ufficiale della Società italiana di nefrologia; Vol. 29, No. 6, pp. 735-745 [*Management formats and institutional models for the range of services in nephrology. Analysis of several experiences in Italy*’]

Boscolo, P.R., Ciani, O., Tarricone, R. (2012) ‘Valutare l'impatto dell' HTA come strumento di governo dell'innovazione tecnologica: modelli teorici e studi empirici’, *Pharmacoeconomics Italian Research Articles* [*Assessing the impact of HTA on technological innovation management: theoretical models and empirical studies*’]

Boscolo, P.R., Tarricone, R. (2012) ‘Le imprese produttrici di dispositivi medici e le caratteristiche del prodotto e del mercato’, in Tarricone R., *Politiche per la salute e scelte aziendali: impatto sull'innovazione e diffusione delle tecnologie mediche*, Milano, Egea, pp. 1 – 46 [*Medical devices companies, products and market’ characteristics*]

Boscolo, P.R., Callea, G., Canobbio, M., Ciani, O. (2012) ‘La dimensione del settore dei dispositivi medici’, in Tarricone R., *Politiche per la salute e scelte aziendali: impatto sull'innovazione e diffusione delle tecnologie mediche*, Milan, Egea, pp. 75 – 158 [*The size of medical devices sector*]

Boscolo, P.R., Ciani, O., Torbica, A. (2012) ‘I processi di valutazione dei dispositivi medici e delle tecnologie sanitarie’, in Tarricone R., *Politiche per la salute e scelte aziendali: impatto sull’innovazione e diffusione delle tecnologie mediche*, Milan, Egea, pages 159 – 185 [*The evaluation of medical devices and healthcare technologies*]

Villa, S., Giusepi, I., Marsilio, M., **Boscolo, P.R.** (2011) ‘Innovazione e performance nella gestione della Supply Chain in sanità: esempi nazionali ed internazionali a confronto’, Rapporto OASI sulla sanità in Italia 2011 [*Innovation and performance of healthcare supply chains, Annual report on the Italian NHS*]

Boscolo, P.R., Giusepi, I., Marsilio, M., Villa, S. (2011) ‘Acquisti al test dell’efficienza. L’ottimizzazione abbassa i costi - Esempi nazionali e internazionali a confronto’, Sole 24ore Sanità, 20 Dicembre 2011 – 2 Gennaio 2012 [*Procurement efficiency test: optimization reduces costs – national and international examples*]

Boscolo, P.R. (2010) ‘L’appropriatezza della spesa per grandi tecnologie mediche’, Mecosan, Volume: 19 – 76, pages 41 – 59 [*The appropriateness of public expenditures for big medical technologies*]

WORKING PAPERS

Boscolo P.R. ‘Flexibility and adaptability in sensitive research contexts’, writing stage, targeted at *Organizational research methods*

Boscolo P.R. ‘Crafting new roles and challenging intra-professional dynamics. Nurses’ search for identity’, writing stage

ACADEMIC PRESENTATIONS

Boscolo, P.R., Callea, G., Ciani, O., Armeni, P., Ghislandi, S., Torbica., A., Tarricone, R., ‘The emergence of value-based frameworks in healthcare: a literature review’, Italian Health Economics Association (AIES) Annual conference, Naples, IT, 27th September 2018

Boscolo, P.R., ‘Revisiting the innovation journey. The case of home-based renal care’, AIES Annual Conference, Naples, IT, 27th September 2018

Boscolo, P.R., Phillips, N., Barlow, J., ‘How can competing innovations coexist within the same organization?’ Annual Meeting of the Academy of Management (AOM) Chicago, USA, 14th August 2018

Boscolo, P.R., Phillips, N., Barlow, J., ‘When innovative practices impact on professions: New nursing roles and forms of collaborations between nurses and physicians’, European Group for Organizational Studies (EGOS) Tallinn, EE, 5th July, 2018.

Boscolo, P.R., Barlow, J., ‘Revisiting the innovation journey. The case of home-based renal care’, R&D Management Conference, Milan, IT, 30th June 2018

Boscolo, P.R., Phillips N., Barlow J., ‘How do organizations cope with competing innovations? Learning from the implementation of competing dialysis technologies in hospitals’, Organization Science Winter Conference, OSWC 2018, Park City, Utah, USA, 3rd March 2018

Boscolo, P.R., Barlow J., ‘The diffusion, abandonment and re-adoption of an innovative practice’, British Academy of Management (BAM), Warwick, 5th September 2017

Boscolo, P.R., Barlow J., ‘Contested innovative practices and organisational dynamics: the case of home-based kidney dialysis’, EGOS Copenhagen, DK, 7th July 2017

Boscolo, P.R., Barlow J., Malhotra N., ‘Intra-professional dynamics and the assimilation of innovative healthcare practice: The role of emotions’, European Group for Organizational Studies, EGOS Naples, IT, 9th July 2016

Boscolo, P.R., Barlow J., ‘Scientific evidence vs pragmatic decision making’, Health Technology Assessment International, HTAi Conference, Tokyo, JP, 12th May 2016

Boscolo, P.R., Ciani, O., Torbica, A., ‘Hospital based HTA: does it impact on medical technologies expenditures and consumptions?’, Health Technology Assessment International, HTAi Conference, Bilbao, ES, 26th June 2012

Boscolo, P.R., Ciani, O., Torbica, A., ‘Hospital based HTA in Italy: diffusion and potential impact’, International Society for Pharmacoeconomics and Outcomes Research, ISPOR 15th, Berlin, DE, November 2012

INVITED TALKS

Boscolo, P.R. ‘Innovation abandonment and re-adoption’, Halmstad University, SW, 25th April 2018

Boscolo, P.R. ‘Innovation trajectories in renal care: technologies and organizational dynamics’, Alta Scuola di Economia e Management dei Sistemi Sanitari (ALTEMS), Università Cattolica del Sacro Cuore, Rome, IT, 22nd February 2018

Boscolo, P.R. ‘Personalised medicine: Renal care in home settings: implications for hospital facility management’, in *Futureproofing Health System infrastructure, Design, technology and innovation to ensure a fit for purpose healthcare estate*, European Health property Network, Turin, IT, 21st November 2017

Boscolo, P.R., ‘Institutional complexity and the assimilation of innovative practices in healthcare’, Bocconi University, Milan, IT, 24th November 2016

Boscolo, P.R., ‘The new horizons of healthcare technologies: professional, ethical, and socio-economic impact’, National Nursing Conference ‘Tecnologie in sala operatoria dalla progettazione all’utilizzo’ [*Technologies in surgical theatres, from design to use*], Arbatrax, Sardinia, IT, 8th April 2017,

Boscolo, P.R., ‘Sistemi di finanziamento e rimborso delle tecnologie in Europa. Il modello NUB in Germania e il caso Mitraclip – Abbott Vascular’, Scompenso cardiaco, più qualità della vita con la tecnologia, [*Financing and reimbursement mechanisms of medical technologies in Europe. The German NUB model and the case of Mitraclip – Abbott Vascular*, at ‘Heart Failure: better quality of life thanks to technology’ – medical conference], Turin, IT, 14th December 2012

INTERNATIONAL NETWORKS

Academy of Management: Technology and Innovation Management (TIM), Healthcare Management (HMT) and Organization and Management Theory (OMT) Divisions

European Group for Organizational Studies (EGOS)

Italian experts on healthcare management and policy – National Agency of Healthcare services (AGENAS)

Italian Health Economics Association (AIES)

Health technology Assessment International (HTAi)

International Society for Pharmacoeconomics and Outcomes Research (ISPOR)

INTERNATIONAL PROFESSIONAL ACTIVITIES

Conference Reviewing: Academy of Management Annual Conference: TIM, HMT, and OMT Divisions (2015 – to date); British Academy of Management (2017)

Journal Reviewing: Health Policy (2012 – 2015)

REFERENCES

James Barlow, Chair in Technology and Innovation Management, Imperial College Business School, London, UK
j.barlow@imperial.ac.uk

Nelson Phillips, Abu Dhabi Chamber Chair in Strategy and Innovation, Imperial College Business School, London, UK
n.phillips@imperial.ac.uk

George Yip, Professor of Marketing and Strategy, Associate Dean, Executive MBA, Imperial College Business School, London, UK
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Peter Smith, Emeritus Professor of Health Policy, Imperial College London, UK
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Elio Borgonovi, Full Professor, Bocconi University, Milan, IT
elio.borgonovi@unibocconi.it

Rosanna Tarricone, Associate Professor of the Department of Policy Analysis and Public Management at Bocconi University. Associate Dean for Government, Health and Not for Profit Division, SDA Bocconi School of Management, Milan, IT
rosanna.tarricone@unibocconi.it

LANGUAGE & IT SKILLS

Languages: *English – Fluent and Business proficient C1 (IELTS, TOEFL); Italian – Native; French – Intermediate B1.*

IT: *Microsoft Windows, MAS OS; Microsoft Office (ECDL); qualitative analysis software (advanced user): NVIVO (QSR certificate), ATLAS; process mapping: ARIS; quantitative analysis software: STATA, SPSS.*