

## **Simone Poledrini**

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+39 010 2095070; e-mail: [simone.poledrini@unige.it](mailto:simone.poledrini@unige.it)

### **EMPLOYMENT**

From Feb. 2022- **Associate Professor** of Management, Department of Economics, University  
today of Genoa, Genoa (IT).

### **EDUCATION**

2008 **Ph.D.**, Management of Innovation, University of Perugia (IT).

2006 **M.Sc.**, Industry and Innovation Analysis, SPRU, University of Sussex (UK).

2003 **B.A.**, Business Economics, University of Perugia (IT).

### **MAIN ACADEMIC AFFILIATION ENGAGEMENT**

2019- 2023: **Member** of the EMES Board of directors. EMES is the most relevant academic  
association for the social enterprise studies at world level

### **MAIN JOURNALS ENGAGEMENT ACTIVITY**

2020 - today: **Editorial member** for "Impresa Sociale" (Italian journal on social enterprise);

2018- today: **Associate editor** for Book Review, *Journal of Entrepreneurial and Organizational  
Diversity* (JEOD) <http://www.euricse.eu/jeod/>

### **PREVIOUS EMPLOYMENT**

2022- 2025 **Assistant Professor** of Management, Department of Economics, University of  
Genoa, Genoa (IT).

From 2020 to **Lecturer** of Leadership Development and International Management at Italica  
2023: Academy, Florence (Italy).

2019: **Lecturer** of International Marketing, *Beaver College-Umbra Institute*, Perugia  
(Italy).

2018-2019 **Research Fellow**, Department of Economics, University of Perugia (IT)

2010-2017: **Assistant Professor** of Management of Innovation, Department of Economics,  
University of Perugia (IT).

2008-2009: **Adjunct Professor** of Human Resources Management, University for Foreigners of Perugia, Perugia (IT).

2006-2010: **Teaching Assistant** of Management of Innovation, and Strategic Management, Department of Management and Law, School of Economics, University of Perugia (IT).

### **OTHER PREVIOUS PROFESSIONAL APPOINTMENTS**

Ott. 2014 -  
Sept. 2017 **SOCENT Resercher** for the IAP Project (Inter-university Attraction Poles) - Belgian Science Policy Office (BELSPO). Research title: "*Building interdisciplinary and integrated knowledge on social entrepreneurship and social enterprise*" (SOCENT)

Sept. 2015 **Visiting Researcher**, Departamento de Administración de Empresas, Facultad de Ciencias Sociales - Universidad de Castilla-La Mancha (ES).

Sept. 2014 -  
Apr. 2015 **Visiting Researcher**, Centre d'Economie Sociale (Centre for Social Economy), University of Liège (BE).

### **HONORS AND AWARDS**

2015 Research Grant Award, Universidad de Castilla-La Mancha (UCLM) (ES). (2,100 euros).

2007 Second prize for the best conference article, 4th PRIME PhD conference "Global Challenges to R&D and innovation policy", IKU Innovation research centre, Budapest, (HU), 21-23 June.

2005 Collegio Pio della Sapienza Scholarship for researching abroad (5,164.57 euros).

### **PUBLICATIONS**

#### **Articles**

1. Montrone, A., Searing, E.A., Poledrini, S., (2024) "How did the Pandemic Crisis Affect the Financial, Economic, and Social Performance of Social Enterprises? Insights from Italian Social Cooperatives", *Nonprofit Policy Forum*. <https://doi.org/10.1515/npf-2023-0106>.
2. Poledrini, S., Searing, E. & Montrone, A., (2022) "A Model for Directing and Modulating Public Interventions in Social Enterprises", *Nonprofit Policy Forum*, 13(4), 307-332. <https://doi.org/10.1515/npf-2021-0030>.
3. Searing, E.A.M., Poledrini, S., Young, D.R., and Nyssens, M. (2022), "The hybrid nature of social enterprises how does it affect their revenue sources?", *Social Enterprise Journal*, Vol. 18 No. 2, pp. 321-343. <https://doi.org/10.1108/SEJ-02-2021-0010>.

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4. Tortia, E.C., Gago, M., Degavre, F., and Poledrini, S. (2022). "Worker Involvement and Performance in Italian Social Enterprises: The Role of Motivations, Gender and Workload" *Sustainability*, 14, no. 2: 1022. <https://doi.org/10.3390/su14021022>.
5. Montrone, A., and Poledrini, S. (2021). "Crisi economica da COVID-19 e misure di supporto pubblico alle imprese sociali. Un modello economico-aziendale di individuazione dei beneficiari". *Economia Aziendale Online*, 12(4), 447-465. <http://dx.doi.org/10.13132/2038-5498/12.4.447-465>.
6. Montrone, A., and Poledrini, S., (2021). "La misurazione della performance delle piccole e medie cooperative sociali. Un apprezzamento basato sul valore aggiunto". *Impresa Sociale*, vol. 1, pp. 23-36. <https://www.rivistaimpresasociale.it/rivista/articolo/le-performance-delle-cooperative-sociali>.
7. Montrone, A., Poledrini, S., Searing E. (2020) "La previsione delle crisi aziendali nelle cooperative sociali italiane", *Impresa Sociale*, vol. 4, ISSN: 2282-1694. <https://www.rivistaimpresasociale.it/rivista/articolo/la-previsione-delle-crisi-aziendali-nelle-cooperative-sociali-italiane>
8. Poledrini, S., & Tortia, E. C. (2020). "Social Enterprises: Evolution of the Organizational Model and Application to the Italian Case", *Entrepreneurship Research Journal*, Volume 10, Issue 4, 1-26. DOI: <https://doi.org/10.1515/erj-2019-0315>.
9. Tortia, EC, Degavre, F, Poledrini, S. (2020) "Why are social enterprises good candidates for social innovation? Looking for personal and institutional drivers of innovation". *Annals of Public and Cooperative Economics*; 91(3): 459– 477. <https://doi.org/10.1111/apce.12265>.
10. Ceci, F., Masciarelli, F. and Poledrini, S. (2019), "How social capital affects innovation in a cultural network. Exploring the role of bonding and bridging social capital", *European Journal of Innovation Management*, Vol. 23, No. 5, pp. 895-918. <https://doi.org/10.1108/EJIM-06-2018-0114>
11. Poledrini, S. and Tortia, E. (2018) "L'impresa sociale italiana nella prospettiva economico-manageriale", [In Italian: The Italian social enterprise in the economic-managerial perspective] *Analisi Giuridica dell'Economia, Studi e discussioni sul diritto dell'impresa*, vol. 1, pp. 45-70. <https://www.rivisteweb.it/doi/10.1433/90941>
12. Poledrini, S. (2018). "The Emergence of new Social Enterprise Models in Italy: First Insights from the International ICSEM Project". *Impresa Progetto-Electronic Journal of Management*, Vol. 2, pp. 1–19. <https://www.impresaprogetto.it/essays/2018-2/poledrini>
13. Poledrini, S. (2015). "Unconditional Reciprocity and the Case of Italian Social Cooperatives". *Nonprofit and Voluntary Sector Quarterly*, 44 (3), pp. 457–473. <https://doi.org/10.1177/0899764013518844>.
14. Ceci, F., & Poledrini, S. (2013). "Le soluzioni integrate come risposta alla crisi: il caso del Gruppo Loccioni". [In Italian: Integrated solutions as a response to the crisis: the case of the Loccioni Group] *Impresa Progetto - Electronic Journal of management*, Vol. 2, pp. 1–23. <https://www.impresaprogetto.it/essays/2013-2/ceci-poledrini>
15. Poledrini, S. (2012), "Machine tool sector: some evidence from Italian manufacturing", *Journal of Management and Marketing Research*, vol. 11, p. 1-14. <https://www.aabri.com/manuscripts/121193.pdf>

## Editorship of Special Issues

“Social innovation in social enterprises: what is going on?” Special issue of *Journal of Entrepreneurial and Organizational Diversity* (with Degavre, F. and Tortia, E.) 2018, Vol. 7, (1), pp. 1-13. <http://dx.doi.org/10.5947/jeod.2018.001>

## Book

1. Poledrini, S. (2018). *Cambiamento tecnologico e integrazione di nuove conoscenze. Il caso di un'azienda leader mondiale nel settore della componentistica per applicazioni aeronautiche*. McGraw-Hill, Milano. ISBN: 978-88-386-9509-4.
2. Poledrini, S. (2017). *Le social enterprise in Italia: modelli a confronto. Risultati dal progetto di ricerca internazionale ICSEM*. FrancoAngeli, Milano. ISBN: 978-88-917-7024-0.
3. Poledrini, S. (ed.) (2010). *Le imprese senza scopo di lucro. Risultati del progetto IN.NE.S.T.I. (INserimento NELLA Società Tramite Imprese)*. Milan, Franco Angeli. ISBN: 978-88-568-3184-9

## Book chapters

1. Poledrini, S. & Bruzzi C. (2024), "La creatività nella dinamica imprenditoriale". In Cucari N. & Franzese M. (eds) *Essere startupper. Il primo manuale diffuso sulle startup*. McGrawHill. ISBN: 9788838612589.
2. Poledrini, S. & Borzaga C. (2021) “Social Enterprise in Italy: A plurality of Business and Organisational Models”. In J. Defourny & M. Nyssens (Eds), *Social Enterprise in Western Europe: Theory, Models and Practice*, Routledge, Abingdon. ISBN: 9780367151188.
3. Göler von Ravensburg, N., Lang, R., Poledrini, S. & Starnawska, M. (2021) “How context shapes the character of cooperative social enterprises: Insights from various countries”. In J. Defourny & M. Nyssens (Eds), *Social Enterprise in Western Europe: Theory, Models and Practice*, Routledge, Abingdon. ISBN: 978-03-671-5118-8.

## Book Review

1. Poledrini, S. (2020). Book Review: J. A. Kerlin (Ed.) *Shaping Social Enterprise: Understanding Institutional Context and Influence*. Emerald Group Publishing, 2017, 344 pp. Hardcover ISBN: 978-17-871-4251-0, *Journal of Entrepreneurial and Organizational Diversity*, Vol. 9, (1), pp ahead-of-print.
2. Poledrini, S. (2020). Book Review: C. Borzaga (Ed) *cooperative da riscoprire. dieci tesi controcorrente*. Roma, Donzelli Editore, 2018, pp. 166, ISBN: 978-88-6843-860-9, 19 € *Impresa Sociale*, Vol. 4, pp ahead-of-print
3. Poledrini, S. (2020). Book Review: Luca Fazzi, *Costruire l'innovazione nelle imprese sociali e nel terzo settore*, Franco Angeli, Milano. *Impresa Sociale*, Vol. 2, pp 86-87, DOI:10.7425/IS.2020.02.02

## Working papers

1. Borzaga, C., Poledrini, S. & Galera, G. (2017), “Social Enterprise in Italy: Typology, Diffusion and Characteristics”, *Euricse Working Papers*, 94, ISBN: [Published also in Borzaga, C., Poledrini, S. & Galera, G. (2017) “Social Enterprise in Italy: Typology, Diffusion and

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Characteristics”, ICSEM Working Papers, No. 44, Liege: The International Comparative Social Enterprise Models (ICSEM) Project]. [https://www.euricse.eu/wp-content/uploads/2017/11/WP-96\\_17-ICSEM\\_.pdf](https://www.euricse.eu/wp-content/uploads/2017/11/WP-96_17-ICSEM_.pdf)

### **Community Engaged Research**

1. Mateeva-Kazakova M., Poledrini S., Meira D., & Ramos M.E. (2024) *The role and increasing weight of the Economic and Social Councils at national level*, European Economic and Social Committee. ISBN: 978-92-830-6619-4. <https://www.eesc.europa.eu/en/our-work/publications-other-work/publications/role-and-increasing-weight-economic-and-social-councils-national-level#downloads>
- 2.
3. Poledrini, S. (2022) “Italy. Associazione”. In European Commission, Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs, (2022). *Comparative legal analysis of associations laws and regimes in the EU – Final report*, Publications Office of the European Union. <https://data.europa.eu/doi/10.2873/05056>
4. Poledrini, S. (2018) “Italy: Stability in light of growing challenges”, in EU-Russia Civil Society Forum e.V., 2017 Report on the State of Civil Society in the EU and Russia, DRA e.V./German-Russian Exchange, Berlin. Pag. 38-53. ISBN 978-3-947214-02-0.
5. Poledrini, S. (2011). *Il management nelle cooperative sociali: peculiarità e best practices*. Milan, CDO-Opere Sociali.

### **Conference Proceedings**

1. Ceci, F., Masciarelli, F., & Poledrini, S. (2016). “How social capital affects innovation: Exploring the role of bonding and bridging social capital”. *Academy of Management Proceedings*, (1).
2. Ceci, F., Masciarelli, F., & Poledrini, S. (2015). “Innovation in a bonding social capital context”. *Academy of Management Proceedings*, (1).
3. Poledrini, S. (2008), “From modular innovation to Systems Integration: the main experiences from some Italian machine tool builders”, 8th Global Conference on Business & Economics, October 18-19th Florence, Italy (ISBN: 978-0-9742114-5-9). Available on-line at: <http://www.gcbe.us/>
4. Grassi, M., & Poledrini, S. (2005). Cognitive issues in technology transfer: towards a contextual view of the technology transfer process and against technology transfer as a product. In AA.VV., *La creazione di Imprese Innovative*. Terni, Monographies.

### **INVITED PRESENTATIONS**

1. Poledrini, S., “First insights from the ICSEM project into the interplay of contextual factors and characteristics of cooperative social enterprises in Europe, North America and Australia”. *6th EMES International Research Conference on Social Enterprise “Social enterprise for sustainable societies”*, Université Catholique de Louvain, Louvain la Neuve, Belgium, 3-6 July 2017;
2. Poledrini, S., *Italian Social Cooperatives: Twenty-Five Years Experience*. The Collage of Management Academy Studies (COMAS) (Israel), November 15th, 2016;

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3. Poledrini, S., *Reciprocity and social enterprises: Is there any link?* Departamento de Administración de Empresas, Universidad de Castilla-La Mancha (ES), October, 8, 2015;
4. Poledrini, S., *The place and role of reciprocity in social enterprises*. Keynote speech at the 5<sup>th</sup> IAP-Day, University of Liege (BE), November 27, 2014.

### **OTHER MAIN CONFERENCE PRESENTATIONS**

1. Poledrini, S. “The potentiality of “antagonistic” assets in the cultural sector: the case of an Italian Social enterprises”. Articolo presentato alla *Unlocking the transformative potential of culture and the arts Innovative practices and policies from social enterprises and third sector organizations active in the cultural sector*. WG2 Research Workshop, 4-5 November 2019, Valletta campus, University of Malta.
2. Searing, E.A.M., Poledrini, S., Young, D., Nyssens, M., & Defourny, J., “The Hybrid Nature of Social Enterprises: How Does It Affect Their Financial Resource Mix?” Articolo presentato alla *7th EMES International Research Conference on Social Enterprise “Sustainable development through social enterprise, co-operative and voluntary action”* 24th - 27th June 2019. Sheffield Hallam University, United Kingdom
3. Poledrini, S., “Toward a Better Definition of Civil Society Organisations”. Paper presented at: *ISTR Conference*, Amsterdam, The Netherlands, 10 - 13 July 2018.
4. Borzaga, C., Poledrini, S., “I modelli italiani di impresa sociale a confronto: risultati dalla ricerca ICSEM”. Paper presented at the XII Conference on Social Enterprise, Department of Economics, University of Trento (IT), 25-26 May 2018.
5. Poledrini, S., Burchi, A., Young, D. R. & Mari L. M., “Commercialism and the Financing of Social Cooperatives in Italy”. Paper presented at: *6th EMES International Research Conference on Social Enterprise “Social enterprise for sustainable societies”* 3-6 July 2017, Université Catholique de Louvain, Louvain la Neuve, Belgium.
6. Ceci, F., Masciarelli, F. & Poledrini, S., “How social capital affects innovation: Exploring the role of bonding and bridging social capital”. Paper presented at: *Academy of Management Annual Meeting*, Anaheim, California, United States. August 5 - 9, 2016.
7. Borzaga, C., Galera, G. & Poledrini, S., “How do Italian social enterprises differ? Evidence from the last Italian Census”. Paper presented at: *ISTR Conference*, Stockholm, Sweden, June 28 - July 1, 2016.
8. Borzaga, C., Galera, G. & Poledrini, S., “Models of Italian Social Enterprises: evidence from the last Italian Census”. Paper presented at: *2nd EMES-Polanyi International Seminar*. CNAM, Paris, France. May 19-20, 2016.
9. Ceci, F., Masciarelli, F. & Poledrini, S., “Innovation in a bonding social capital context.” Paper presented at: *Academy of Management Annual Meeting*, Vancouver, BC (Canada). August 7-11, 2015.
10. Poledrini, S. & Mari, L. M., “The relationship between social investments and accountability: The case of the Italian GBS standard”. Paper presented at: *6th International Social Innovation Research Conference (ISIRC)*, University of Northampton (UK), 1-3 September 2014.



11. Ceci, F., Masciarelli, F. & Poledrini, S., “Innovation in a bonding social capital context: The case of CDO Marche Sud”. Paper presented at: *DRUID Society Conference 2014*, CBS, Copenhagen, June 16-18 2014.

### WORK IN PROGRESS

- “The COVID-19 economic crisis and public support for social SMEs: A model for directing and modulating public interventions”, con Montrone A. & Searing E., *Nonprofit Policy Forum*. [Round 1: Major revisions];
- “Hybrid Until the End? Predicting Vulnerability in Italian Social Cooperatives”, con Searing, E.A.M., & A. Montrone, *Voluntas*.
- “The potentiality of *antagonistic* assets in the cultural sector: the case of dialog in the dark”. Target Journal: *California management Review*.

### MAIN FUNDED RESEARCH

- **2015-17 International Comparative Social Enterprise Models (ICSEM) Project.** The research was coordinated by professors J. Defourny (University of Liège) and M. Nyssens (Louvain University) with the aim of investigating the new governance models of social enterprises in the world. I was funded by Belgian Science Policy Office (BELSPO). I worked as principal investigator for Italy with prof. C. Borzaga to analyze the case of Italy. The results have been published in various publications, such as Poledrini (2018); Poledrini (2017) and Borzaga et al. (2017).
- **2015: Research for the AUR (Umbria Regional Agency)** for the assessment of the impact of public policies in support of innovative SMEs in the Umbria Region (Italy). Published in Poledrini (2015);
- **2011: Principal investigator for the second phase of the project Experiences to grow.** Funding of the project: Italian Ministry of Labor and Social Policies. Duration of the project: 2 months. The output was published in Poledrini, S. (2011). Management in social cooperatives: peculiarities and best practices. Milan, CDO-Opere Sociali and concerned the identification of new governance models in Italian SMEs operating in the social sphere.
- **2010: Principal investigator on a research project about the management of social cooperatives.** Funding body of the project: Ministry of Labor and Social Policies. Duration of the project 4 months. The research output was published in Poledrini, S. (ed.) (2010). Non-profit companies. Results of the IN.NE.S.T.I. (Insertion into the company through companies). Milan, Franco Angeli. The research concerned the identification of a series of innovative business models to be used as a reference benchmark in an analysis of best practices.

### MAIN CONSULTING EXPERIENCE

- **2019: A map of the social enterprise and its ecosystem in Europe (follow-up)** funded by the European Commission - DG Employment, Social Affairs and Inclusion and coordinated by prof.

C. Borzaga (University of Trento and EURICSE). I analyzed the new finance, start-up and scaling-up models of social enterprises in 29 European countries.

- **2019: The Italian high grow firms in their innovation ecosystems.** The research aimed to produce the following two outputs: (i) List of companies with high growth potential and related innovation ecosystems with particular attention to "new business realities"; (ii) Policy guidelines, programs and tools aimed at promoting innovation, growth and corporate competitiveness. Client: SI.CAMERA - Chamber of Services System. Duration: 26/09/19 - 31/12/19. Compensation: 28,000 euros.
- **2009: Principal investigator of the research project "Analysis and development for the companies and the territory of the city of Città di Castello in Italy".** Funded by the Cassa di Risparmio di Città di Castello Foundation.
- **2008- 2009: Research title: "The world in the hands. Internationalization tailored to SMEs".** Activity carried out: Interviews with a sample of SMEs in Umbria and writing the results of the research in a final report. Research objective: to identify critical factors in the development of an internationalization process for companies linked to a territorial context with a high vocation for small-medium sized family businesses. Duration: January 2008 - April 2009. Funded by: Italian Confederation of Small and Medium-Sized Industry (CONFAPI) of Umbria.
- **2005: Research on: factors capable of facilitating the innovative processes of a sample of 200 SMEs.** Funded by: Compagnia delle Opere (CdiO). Duration: 1/09/2005 - 30/12/2005. Funding: 5,400 euros.

### GRANT FUNDING

- European Union, Erasmus+ (Strategic Alliance Higher Education 2017), 33,335 euros (2017-2020);
- EU-Russia Civil Society Forum (DE), 1,000 euros (2017);
- Foundation *per la Sussidiarietà* (IT), 5,000 euros (12/1/2010-30/01/2011);
- Compagnia delle Opere-Opere Sociali (IT) 3,600 euros (12/18/2009-04/15/2010);
- Foundation *Cassa di Risparmio di Città di Castello* (IT), 5,000 euros (2009);
- Centro per lo Sviluppo Agricolo e rurale (CESAR) (IT), 2,877 euros (2008);
- Compagnia delle Opere (IT), 5,400 euros (2005).

### TEACHING AND MENTORING ACTIVITIES

#### **Undergraduate Courses Taught, The Umbra Institute - Arcadia University, Perugia (Italy)**

- International Marketing, Fall 2019. Student course evaluation 3.5 out of 4.5

#### **Graduate Courses Taught, Department of Economics, University of Perugia (IT)**

- Management of innovation in Terni Campus (Masters), Spring 2011, Fall 2012, Spring 2014/2015/2016, Fall 2016, Spring 2018,
- Strategic Management (Undergraduate), Spring 2015;
- Management of innovation in Perugia Campus (Masters), Fall 2012;

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### **Graduate Courses Taught, University for Foreigners Perugia (IT)**

- Human Resources Management (Masters), Spring 2009
- Human Resources Management (Italian language for Foreigners), Spring 2008, Fall 2008;

### **Teaching Experience, School of Economics, University of Perugia (IT)**

- Management of innovation (Undergraduate), Teaching assistant S04, S05, S06, S07, S08, F09, F10;
- Strategic Management (Undergraduate), Teaching assistant S04, S05, S06, S07, S08, F09, F10.

### **Guest lecturer**

- University of Liege (Belgium) 2016, 2018;
- Universidad de Huelva (ES) 2017;
- Universidad de Castilla-La Mancha (UCLM) (ES) 2015, 2016, 2017;
- Kibbutzim College of Education, Technology & Arts - Faculty of Education (Israel) 2016;
- Haaga-Helia University of Applied Science, Helsinki (FI) 2015;
- University of Pescara (IT) 2014, 2015;
- University of East London (UK) 2013.

### **Webinar**

September 27th 2018 “The meaning of social enterprises for the economic and social development”  
InsmeAcademy, <https://www.youtube.com/watch?v=uATHEjU-0-8&feature=youtu.be>

## **ACADEMIC SERVICE AND AFFILIATIONS**

### **Service to the Field: Ad Hoc**

#### *Journals Reviewer:*

- Annals of Public and Cooperative Economics;
- Forum for Social Economics;
- Journal of Entrepreneurship, Management and Innovation;
- Nonprofit Policy Forum;
- Nonprofit Management and Leadership;
- Social Enterprise Journal;
- Social Sciences;
- VOLUNTAS: International Journal of Voluntary and Nonprofit Organisations.

#### *Conferences Reviewer:*

- EURAM 2017
- DRUID 2015

### **Advisory Committees and Boards of Directors membership**

- “Valter Baldaccini” Foundation, since 2017
- Fondazione per la Sussidiarietà (Foundation for Subsidiarity) in 2011;
- Compagnia delle Opere-Opere Sociali (Italian national association of nonprofit organizations) from 2009 to 2011

## Professional Affiliations

Current:

- ISTR (from 2016)
- EMES (from 2014)

Prior

- Academy of Management (AOM) in 2015

## LANGUAGES

- Italian, native
- English, fluent.

Genoa, March 2025

Signature

A handwritten signature in black ink, appearing to read 'Simone Poledrini', with a horizontal line extending to the right.