

# Giulia Maragno

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## Current position

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4/2025 – **Postdoctoral Researcher**  
Department of Business Humanities and Law | Copenhagen Business School, Denmark

## Education

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2/2020 - 4/2023 **Politecnico di Milano, Italy**  
Ph.D. in Management, Economics, and Industrial Engineering  
- **Committee:** Daniel Trabucchi, Kimberley Breevaart, Rony Medaglia  
- **Dissertation title:** *The organisational implications of digital technologies within Public Sector Organisations.*  
- **Ph.D. Supervisor:** Luca Gastaldi

11/2016 - 11/2017 **University of Milano-Bicocca, Italy**  
1<sup>st</sup> level specializing master's in Management of Public Administration

02/2015 - 05/2015 **Ca' Foscari University of Venice**  
Course of European Project Planning

9/2014 - 10/2016 **Ca' Foscari University of Venice, Italy**  
MA in Economics and Management of Art and Cultural Activities, 110/110 summa cum laude

9/2011 - 7/2014 **Università Cattolica del Sacro Cuore, Milan, Italy**  
Bachelor in Economics and management for cultural heritage and performing arts, 110/110

## Research experience

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4/2024 - 3/2025 **Postdoctoral Researcher**  
Venice School of Management | Ca' Foscari University of Venice, Italy

4/2023 - 3/2024 **Postdoctoral Researcher**  
Digital Governance Lab | Department of Politics and Public Administration | University of Konstanz, Germany

2/2021 - 3/2023 **Research Fellow**  
Digital Innovations in Arts and Cultural Heritage Observatory | Politecnico di Milano, Italy

4/2019 - 3/2023 **Research Fellow**  
Digital Agenda Observatory | Politecnico di Milano, Italy

5/2018 - 3/2019 **Research Fellow**  
Museo delle Culture (MUSEC) | Lugano, Switzerland

## Awards and Grants

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2018 - 2019 Professionalità Ivano Becchi Project  
*The initiative awards grants to 25 research projects from the total number of proposals submitted. The grant allowed me to carry out a six-month research visit at MUSEC (Lugano, CH) to study and implement the development of a quality management system using the ISO quality standard (ISO 9001:2015). The results of the project were presented at AIMAC 2019.*

4/2016 - 7/2016 Erasmus+ Scholarship  
*The scholarship funded a three-month internship at the Rebecca Hossack Art Gallery (London, UK).*

02/2015 - 05/2015	<p>Course of European Project Planning Admitted to the course restricted to 30 MSc. students from Ca' Foscari University.</p> <p>- <b>Final Project:</b> BE PEACE, Brownfield Enhancement: a Project for Entertainment, Art and Culture Environment. [The project was selected as one of the top three in the course]</p>
2/2014 - 5/2014	<p>Participation at the XXVI Edition of Premio Marketing per l'Università Planning of the marketing plan to enhance tourism in Friuli Venezia Giulia. The final project was selected as one of the top 50 at the national level.</p>

## Research projects

Published papers	<p><b>Maragno, G.</b>, Tangi, L., Gastaldi, L., &amp; Benedetti, M. (2023). Exploring the factors, affordances and constraints outlining the implementation of Artificial Intelligence in public sector organizations. <i>International Journal of Information Management</i>, 102686. <a href="https://doi.org/10.1016/j.ijinfomgt.2023.102686">https://doi.org/10.1016/j.ijinfomgt.2023.102686</a></p> <p><b>Maragno, G.</b>, Tangi, L., Gastaldi, L., &amp; Benedetti, M. (2022). AI as an organizational agent to nurture: effectively introducing chatbots in public entities. <i>Public Management Review</i>, p. 1-31. <a href="https://doi.org/10.1080/14719037.2022.2063935">https://doi.org/10.1080/14719037.2022.2063935</a></p>
Articles in proceedings (peer review)	<p><b>Maragno, G.</b>, Gastaldi, L., &amp; Corso, M. (2021). e-Government for Public Values creation: A systematic literature review. In <i>DG. O2021: The 22nd Annual International Conference on Digital Government Research</i> (pp. 386-397). <a href="https://doi.org/10.1145/3463677.3463692">https://doi.org/10.1145/3463677.3463692</a></p> <p><b>Maragno, G.</b>, Tangi, L., Gastaldi, L., &amp; Benedetti, M. (2021). The spread of Artificial Intelligence in the public sector: a worldwide overview. In <i>Proceedings of the 14th International Conference on Theory and Practice of Electronic Governance</i> (pp. 1-9). <a href="https://doi.org/10.1145/3494193.3494194">https://doi.org/10.1145/3494193.3494194</a></p> <p><b>Maragno, G.</b>, Gastaldi, L., Tangi, L., &amp; Benedetti, M. (2021). Blockchain applications within the public sector: evidence from an international census. In <i>DG. O2021: The 22nd Annual International Conference on Digital Government Research</i> (pp. 479-488). <a href="https://doi.org/10.1145/3463677.3463699">https://doi.org/10.1145/3463677.3463699</a></p>
Book chapters	<p><b>Maragno, G.</b> (2024). Digitalizzazione e settore pubblico. In: C. Buzzacchi (a cura di) <i>Servizi, salute e digitalizzazione. Atti dei seminari di Diritto pubblico dell'economia in tema di Sanità e tecnologie</i>. Università Milano-Bicocca, Giappichelli Editore.</p> <p>Kuhn, P., <b>Maragno, G.</b>, Balta, D., Gastaldi, L., &amp; Matthes, F. (2023). Government as a Platform in Practice: Commonalities and Differences Across Three European Countries. In: <i>Lindgren, I., et al. Electronic Government. EGOV 2023. Lecture Notes in Computer Science</i>, vol 14130. Springer, Cham. <a href="https://doi.org/10.1007/978-3-031-41138-0_3">https://doi.org/10.1007/978-3-031-41138-0_3</a></p>
Report	<p>Mergel, I., Guenduez, A., &amp; <b>Maragno, G.</b> (2023). D3.1 Digital Transformation and ICT v1.0 <a href="https://librarin.eu/resources/public-deliverables/">https://librarin.eu/resources/public-deliverables/</a></p>
Working papers	<p><b>Maragno, G.</b>, Agostino, D., &amp; Gastaldi, L. Navigating the paradoxes embedded in digital transformation. [Under review]</p> <p>Mergel, I., Guenduez, A., <b>Maragno, G.</b>, Schumann, A.L., &amp; Kühler, J. Understanding the past and future of the digital transformation of library services. [Submitted to <i>Library and Information Science Research</i>]</p> <p><b>Maragno, G.</b>, &amp; Panozzo, F. Looking back to move forward: a craft-centred approach to rethinking technological evolution. [Design stage]</p>

## Research funding

9/2018 - 3/2019	<p>Professionalità Ivano Becchi Project   Process management in a museum: the ISO 9001:2015 certification model   <b>PI:</b> Giulia Maragno   12k€</p>
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## Funding research projects

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11/2022 - 09/2025	EU Horizon Europe   <a href="#">Value co-creation and social innovation for a new generation of European libraries</a>   <b>PI:</b> Ines Mergel; <b>Co-PI</b> involved in developing research: Giulia Maragno
01/2021 - 09/2023	Fondazione CSP   <a href="#">SWITCH Strategie e Strumenti per la Digital Transformation nella Cultura</a>   <b>PI:</b> Deborah Agostino, Eleonora Lorenzini; <b>Co-PI</b> involved in project management and developing research: Francesca Cruciani, Giulia Maragno, Paola Riva

## Research visit

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12/2024 - 03/2025	CBS – Department of Business Humanities and Law   Host: M. Gasparin   Copenhagen, Denmark
04 - 11/2022	LMU –Institute for Strategy, Technology and Organization   Host: T. Kretschmer   Munich, Germany
09/2018 - 03/2019	Museo delle Culture (MUSEC)   Host: F.P. Campione   Lugano, Switzerland

## Activity as reviewer

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2025	AOM Annual Meeting
2021 - 2022	Conference Paper Reviewer - CINet Annual Conference

## Conferences and schools

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2025	<ul style="list-style-type: none"><li>Method/ology Development Workshop ‘Research and Organization Studies in Digital Times’ (Palermo)</li><li>41<sup>st</sup> EGOS Colloquium – Pre-Colloquium Post-Doctoral &amp; Early Career Scholars Workshop 2025 (Athens)</li></ul>
2024	40 <sup>th</sup> EGOS Colloquium – Crossroads for organisations: time, space and people (Milan)
2023	8 <sup>th</sup> EIASM workshop on Managing Arts and Cultural Organizations (Innsbruck)
2022	<ul style="list-style-type: none"><li>29<sup>th</sup> IPDMC Conference (Hamburg)</li><li>EDEN Doctoral Seminar on Case Studies   Aalto University School of Business (Helsinki)</li></ul>
2021	<ul style="list-style-type: none"><li>ICEGOV (Athens), CINet (<i>Online</i>), IFIP EGOV2021 (<i>Online</i>), DG. O2021 (<i>Online</i>)</li><li>16<sup>th</sup> CINet Seminar   Researching Continuous Innovation   University of Potsdam (<i>Online</i>)</li><li>XXVIII Ph.D. AiIG Summer School   University of Padua (<i>Online</i>)</li></ul>
2020	CINet PhD workshop ( <i>Online</i> )
2019	AIMAC   15 <sup>th</sup> International Conference on Arts and Cultural Management (Venice)

## Presentation in International Research Groups

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2025	Leadership and Contemporary Challenge (Copenhagen) AIKU (Art, Enterprise and Culture) – Research Seminar ( <i>Venice, Online</i> )
2023	Research Colloquium: Agile and digital governance ( <i>Konstanz, Online</i> )
2022	ISTO Presentation (Munich)

## Invited talk

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21-22/09/2022	Keynote Speaker   Intelligenza Artificiale e Pubblica Amministrazione: un binomio Possibile   Fondazione Hub Innovazione Trentino
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## Teaching

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2024	Guest Lecturer   Digitalizzazione e settore pubblico   <i>Università degli Studi di Milano-Bicocca</i>
2023/2024	Lecturer   AI for the delivery of public services (B.A. Winter Semester)   <i>University of Konstanz</i> <ul style="list-style-type: none"><li><i>Student evaluation of the course: 1.25/5 on the German evaluation scale</i></li></ul> Lecturer   AI within public boundaries (B.A. Summer Semester)   <i>University of Konstanz</i>

2022	Guest Lecturer   Master in Artificial Intelligence for Public Services (AI4Gov)   <i>Universidad Politécnica de Madrid and Politecnico di Milano</i>
2020 - 2022	Lecturer   Master per la Trasformazione Digitale della PA   <i>GSoM, Politecnico di Milano</i>
2020/2021	Teaching assistantship   Laboratorio Analisi e Modellazione Processi (BSc)   <i>Politecnico di Milano</i>

## Thesis and project supervision

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2019 - 2023	Master theses   <i>Politecnico di Milano</i> (x6), <i>University of Konstanz</i> (x1)
2022	Supervision of 3 business projects (post-graduate)   <i>Politecnico di Milano</i>
2021	Supervision of 5 groups project (bachelor)   <i>Politecnico di Milano</i>

## Non-academic professional experience

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11/2017 - 9/2018	Intern   Consiglio Regionale Lombardia – Communication & external relations area   Milan
4/2017 - 10/2017	Employee   Spazio Teatro No'hma Teresa Pomodoro   Milan
4/2016 - 7/2016	Gallery Intern   Rebecca Hossack Art Gallery   London
9/2015 - 1/2016	Intern   International Research Area, Ca' Foscari University of Venice   Venice

## Professional skills

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06/2023 - 03/2024	Baden-Württemberg certificate for university didactics. Courses and workshops: <ul style="list-style-type: none"> <li>• Ready, Set, Teach – How to Engage Your Students;</li> <li>• Service-Learning on an International Level;</li> <li>• Fit for Teaching – Introduction to Teaching &amp; Learning at University Level 1+2.</li> </ul>
2018 - 2019	Mu.SA Massive Open Online Course (MOOC) on Essential Skills for Museum Professionals
11/2018 –	Qualification as Internal Auditor of Quality Management Systems in the services sector, in accordance with ISO 9001:2015 and ISO 19011:2018 – Certiquality

## Professional service

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2019 - 2024	Co-organiser of: <ul style="list-style-type: none"> <li>- Final annual conference of the Digital Agenda Observatory (each year)</li> <li>- Digital Agenda Observatory workshops (4x per year)</li> <li>- Inaugural conference of the Cultural and Creative Observatory (Venice)</li> </ul>
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## Languages

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**Italian:** Native

**English:** Fluent

*The undersigned declares to be informed, to the senses and for the effects of which to art. 13 of the D.L. gsl 196/2003 and to art. 13 GDPR679/16 that the personal data collected will be processed, including with computer tools, exclusively within the process for which this declaration is made.*

Copenhagen, 8<sup>th</sup> April 2025