

Marcin Łukasz Bartosiak, Ph.D.

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CURRENT POSITION

- 2025 - present** **Associate Professor – at the University of Pavia**
- Investigated the application of behaviour design in digital environments, analysing the strategic use of intelligent technologies to enhance marketing and consumer relations.
- 2024 – present** **Scientific Director** of the specialization course “Academy 2050: ESG qualification with a focus on digital transformation”
- 2023 - present** **Co-chair of the Augmented Human Intelligence & Digital Ergonomics Lab** at the Institute for Transformative Innovation Research
- The lab focused on how digital and persuasive technologies may “augment” human intelligence towards effective and sustainable decision-making processes, within organizations and for a greater social impact.

Holding the Italian National Scientific Qualification (Abilitazione Scientifica Nazionale) for the role of Associate Professor in the field of BUSINESS ECONOMICS AND MANAGEMENT, obtained in 2024.

EDUCATION

- 2017** **Ph.D., Economics and Management of Technology**
University of Pavia
Thesis: Online Consumer Reviews as a Means of Social Influence: Theory and Empirical Evidence.
Methods: systematic literature review, in-depth interview, behavioural observation, experimentation
- 2013** **MA, International Marketing**
University of Lodz
Thesis: The Influence of Consumer Preferences and Local Market Conditions on Business and Marketing Decisions of Foreign Investors. The Case of Italian Food Brands in Poland.
Methods: survey, case study analysis
- 2013** **MA, Political Studies**
University of Lodz
Thesis: The Influence of Political Risk on Foreign Direct Investments
Methods: case study, in-depth interview, comparative politics

RESEARCH

PREVIOUS RESEARCH EXPERIENCE

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| 2022 - 2025 | Assistant Professor – Tenure Track at the University of Pavia
Conducted research on behaviour design in digital environments and the strategic use of intelligent technologies in the context of marketing and consumer relations. |
| 2019 - 2022 | Researcher at the University of Pavia <ul style="list-style-type: none"> ▪ Conducted research on behaviour design in digital environments and the strategic use of intelligent technologies in the context of marketing and consumer relations. ▪ Conducted research on the impact of Covid-19 pandemic on mobility and consumer. ▪ Taught multiple courses to Doctoral and Master students ▪ Co-Coordinator of digITA4Good Lab (research on the impact of Covid-19 pandemic on mobility) |
| 2019 - present | Scientific Committee Member
Centre for Artificial Intelligence and Cyber-communication Research, University of Lodz <ul style="list-style-type: none"> ▪ Developed and implemented the strategy of the Centre. ▪ Designed the research program for the Centre. |
| 2019 | Scientific Advisor
PROTO LAB Project; Confindustria Pavia & University of Pavia <ul style="list-style-type: none"> ▪ Conducted market research to support technology transfer between the University of Pavia and local firms. |
| 2017 - 2019 | Postdoc Research Fellow
University of Pavia <ul style="list-style-type: none"> ▪ Conducted research on algorithmic transparency impact on decision-making and the persuasiveness of innovative interfaces on human-computer interactions. ▪ Member of Digital Data Streams Lab |
| 2013 – 2017 | Doctoral Candidate
University of Pavia <ul style="list-style-type: none"> ▪ Conducted research on human-computer interactions, with particular focus on the influence of online reviews on individuals' decisions. ▪ Digital Data Streams Lab |
| 2009 – 2011 | Head of the Board at the University of Lodz Students' Association of Political Science, Lodz, Poland <ul style="list-style-type: none"> ▪ Managed the organization. ▪ Organized conferences and academic events. ▪ Handled relationships with partners and the media. ▪ Designed and kept a yearly budget for the association. |

PARTICIPATION IN RESEARCH GROUPS

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| 2020 - 2022 | digITA4Good Lab
A project focused on data analysis for humanitarian development and emergency response, involving scholars from the University of Pavia, Harvard Business School, Oxford University, and Nova Southeastern University. |
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2020	Restart from Remote – principal investigator A project studying strategic use of digital nudging and its impact on employee engagement in the context of smart working in Italian firms.
2019	PROTOLAB A project financed by Confindustria Pavia and the University of Pavia. It had an objective to conduct market research to support technology transfer between the University of Pavia and local firms.
2013 - 2019	Digital Data Streams Lab A project focused on analysis and strategic use of digital data streams, involving scholars from the University of Pavia and Louisiana State University.
2015 and 2016	Marketing Communication Innovativeness of European Entrepreneurs An ERASMUS+ project of 9 universities in 7 European countries. It aimed to strengthen the innovativeness of European entrepreneurs and to professionalize their intercultural communication.

FUNDING

Merit-based research grant – University of Pavia (2024)	€ 13,000
Louisiana State University – Rotary – Zanetti Fellowship (2023)	€ 10,250
Fit4MedRob NRRP – financed by the Ministry of University and Research of the Republic of Italy (2022-2024) (member of a research team)	€ 284,762
Olinde Career Center LSU (2015 – 2019) (member of a research team)	\$ 80,000

PUBLICATIONS

Refereed Journals

- Grego, M., **Bartosiak, M. L.**, Biagio, P., Piccoli, G., & Denicolai, S., 2025. *Disentangling The “Digital”: A Critical Review of IT Capabilities, IT-Enabled Capabilities, And Digital Capabilities In Business Research*. International Journal of Management Reviews (IF: 7.5).
- Bartosiak, M.**, Modlinski, A., 2022, *Fired by an algorithm? Exploration of conformism with biased intelligent decision support systems in the context of workplace discipline*, Career Development International (IF: 2.44).
- Bartosiak, M.**, Bonelli, G., Maffioli, L., Palaoro, U., Dentali, F., Poggialini, G., Pagliarin, F., Denicolai, S., Previtali P., 2022, *Advanced Robotics as a Support in Healthcare Organizational Response. A COVID-19 Pandemic case*, Healthcare Management Forum (IF: 0.96).
- Bartosiak, M.**, 2021, *Can You Tell Me Where to Stay? The Effect of Presentation Format on The Persuasiveness of Hotel Online Reviews.*, Current Issues in Tourism (IF: 4.147).
- Farronato, C., Iansiti, M., **Bartosiak, M.**, Denicolai, S., Ferretti, L. and Fontana, R., 2020. *How to Get People to Actually Use Contact-Tracing Apps*. Harvard Business Review Digital Articles.
- Bonaretti, D., **Bartosiak, M.**, Lui, T., Piccoli, G., Marchesani, D., 2020, *“What can I(S) do for you?”: How technology enables service providers to elicit customers’ preferences and deliver personalized service*, Information & Management (IF: 5.155).

- Piccoli, G., Rodriguez, J., Palese, B., **Bartosiak, M.**, 2020, *Feedback at Scale: Designing for Accurate and Timely Practical IT Skills Evaluation*, European Journal of Information Systems (IF: 2.6).
- Piccoli, G., **Bartosiak, M.**, Palese, B., Rodriguez, J., 2020, *Designing Scalability in Required In-Class Introductory College Courses*, Information & Management (IF: 5.155).
- Bartosiak, M.**, Pigni, F., Piccoli, G., 2018, *Zoorate: Certifying Online Consumer Reviews to Create Value*, Communications of the Association for Information Systems (IF: 0.574).
- Lui, T., **Bartosiak, M.**, Piccoli, G., Sadhya, V., 2018, *Online Review Response Strategy and its Effects on Competitive Performance*. Tourism Management, 180-190 (IF: 7.27).
- Pigni F., **Bartosiak M.**, Ives B., Piccoli G., 2018, *Targeting Target with a 100 Million Dollar Data Breach*, Journal of Information Technology Teaching Cases.

Conference and Workshop Proceedings

- Denicolai, S., **Bartosiak, M.**, *Islands of Innovation or Systemic Transformation? The scaling dilemma of Generative and Agentic AI within organizations*, 'Proceedings of the 59th Hawaii International Conference on System Sciences', Maui 2026
- Harrison-Boudreau J-P, Bellemare J, Bacher N., **Bartosiak, M.**, *Adoption potentials of Metaverse Omnichannel Retailing and its impact on Mass Customization approaches*, 'Production Processes and Product Evolution in the Age of Disruption - Proceedings of the 11th World Mass Customization & Personalization Conference (MCPC2023)', Bologna 2023.
- Bartosiak, M.**, *Not So Digital After All? A Look at the Nature of Digital Nudging through the Prism of the Digital Object Concept*, 'Proceedings of the 55th Hawaii International Conference on System Sciences', Maui 2022.
- Palese, B., Pickard, M., **Bartosiak, M.**, *Can we Help the Bots? Towards an Evaluation of their Performance and the Creation of Human Enhanced Artifact for Emotions De-escalation*, 'Proceedings of the 55th Hawaii International Conference on System Sciences', Maui 2022.
- Bartosiak, M.**, Piccoli G., Palese B., Rodriguez J., *Supporting Disadvantaged Solopreneurs in Digital Ecosystem Career Choices. A Design Science Research Approach*, 'ICIS 2021 Proceedings', Austin 2021.
- Rodriguez, J., Piccoli, G., **Bartosiak, M.**, *Nudging the Classroom: Designing a Socio-Technical Artifact to Reduce Academic Procrastination*, 'Proceedings of the 52nd Hawaii International Conference on System Sciences', Maui 2019.
- Piccoli, G., Palese, B., Rodriguez, J., **Bartosiak, M.**, *The Dark Side of Digital Transformation: The Case of Information Systems Education*, 'ICIS 2017 Proceedings', Seoul 2017.
- Bonaretti, D., **Bartosiak, M.**, Piccoli G., *The Cognitive Anchoring of Color Cues on Online Review Ratings*, 'AMCIS 2017 Proceedings', Boston 2017.
- Bartosiak, M.**, Piccoli, G., *Presentation Format and Online Reviews Persuasiveness: The Effect of Computer-Synthesized Speech*, 'ICIS 2016 Proceedings', Dublin 2016.
- Bonaretti, D., **Bartosiak, M.**, Piccoli G., *Anchor Contraction Effect in Interface Design: The Impact of Color Cues on Online Review Rating*, 'Proceedings of the Fifteenth Annual Pre-ICIS Workshop on HCI Research in MIS', Dublin 2016.
- Bartosiak, M.**, Piccoli, G., *Tell Me What to Do! Computer-Synthesized Speech as a Persuasive Technology in the Context of Online Reviews*, 'AMCIS 2015 Proceedings', Fajardo 2015.

Books

Grego, M., **Bartosiak, M.**, *Digital Innovation Management: How to Lead, Transform, and Engage in the Digital Era*, Giappichelli, Torino, 2024.

Book Chapters

Grego, M., **Bartosiak, M.**, *Revolutionising healthcare: Exploring the innovation ecosystem of robotic rehabilitation*, in (Ed.) Grego, M. 'Shades of Blue: Science, technologies and business strategies for the exploration of uncharted futures', McGraw-Hill Education 2025.

Baldrighi, C., **Bartosiak, M.**, Grego, M., *Il ruolo del Chief Innovation Officer: una nuova figura per guidare l'innovazione*, in (Eds.) Penco, L., Profumo, G. 'Strategie e Governo dell'Impresa', Giappichelli 2023.

Bartosiak, M., Zucchella, A. *Innovazione aziendale tramite oggetti digitali*, in (Eds.) Bertoli G., Castaldo S., Cillo P., Troilo G., Verona G. 'Innovazione e Management', Egea 2022.

Schmitt, P., **Bartosiak, M.**, Rydbergh T., *Spatiotemporal Data Analytics for the Maritime Industry*, in (Eds.) Lind, M., Michaelides, M., Ward, R., Watson, R. 'Maritime Informatics', Springer 2021.

Modlinski, A., **Bartosiak, M.**, *Replaced by machines. Are intelligent (ro)bots the disruptive innovation for the human workforce?*, in 'Facets Of Managing In Cross-Cultural Diversity', Łódź 2021.

Bartosiak, M., *Terroryzm jądrowy jako potencjalne zagrożenie XXI wieku (Nuclear Terrorism as a Potential Threat in XXI Century)*, in 'Zagrożenia asymetryczne we współczesnym świecie', edited by M. Rączkiewicz, Łódź 2012.

Bartosiak, M., *Nowa architektura bezpieczeństwa jako rosyjska próba odzyskania pozycji mocarstwa (New Security Architecture as Russian Way to Retrieve a Superpower Position)*, in 'Zeszyt Naukowy nr 7 WSH w Piotrkowie Trybunalskim', edited by D. Fleszer, Piotrków Trybunalski 2011.

Non-refereed Reports

Denicolai S., Farronato C., **Bartosiak M.**, Bonaretti D., Gatteschi G., 2020, Covid19 e interazioni sulla rete: la percezione di sintomi e trend da parte degli italiani, (Report for the Ministry of Innovation of the Republic of Italy).

Denicolai S., Farronato C., **Bartosiak M.**, Bonaretti D., Gatteschi G., 2020, Lockdown, mobilità e diffusione del contagio, (Report for the Ministry of Innovation of the Republic of Italy).

Denicolai S., Farronato C., **Bartosiak M.**, Bonaretti D., Gatteschi G., 2020, Impatto economico della pandemia: un'indagine sulla base di dati bancari, (Report for the Ministry of Innovation of the Republic of Italy).

Denicolai S., Farronato C., **Bartosiak M.**, Bonaretti D., Gatteschi G., 2020, Mobility and Contagion – analysis of Facebook "Data for Good" and Italian Civil Protection data.

Denicolai S., Magnani G., **Bartosiak M.**, ROBOSHOP Market Potential: Value Proposition, competitors analysis, and design thinking. (Protolab project in collaboration with Confindustria Pavia).

Denicolai S., Magnani G., **Bartosiak M.**, Analisi dei competitor, Targeting e Value Proposition Design di Sunkeep Mobile. (Protolab project in collaboration with Confindustria Pavia).

Works in progress

Digital transformation of nudging – the impact of digital technology on strategy definition and the process of influencing consumer behaviour (paper under third round of review in ABS 4* journal).

Augmented or Compromised? An Inquiry into the Role of Vice AI in Corporate Decision-Making (early-stage research exploring the cognitive and strategic implications of AI-driven advisory systems).

Strategic Routes to Digital Capability: A Cross-Bank Analysis of Transformation Outcomes (in cooperation with Louisiana State University and Grenoble Ecole de Management)

PRESENTATIONS AT CONFERENCES & WORKSHOPS

05/2026	Macro, meso, and micro dynamics of innovation ecosystems: A qualitative comparative analysis of the European robotic rehabilitation industry, Sinergie SIMA Conference, Pavia, Italy
06/2022	Towards Typological Theory of Digital Nudging in Management Sciences, Sinergie SIMA Conference, Milan, Italy
06/2022	Towards a Theory of Digital Nudging. Properties and Typology of Digital Nudges., MISQ Author Development Workshop
01/2022	Not So Digital After All? A Look at the Nature of Digital Nudging through the Prism of the Digital Object Concept, 55th Hawaii International Conference on System Sciences, Maui, USA
12/2021	Supporting Disadvantaged Solopreneurs in Digital Ecosystem Career Choices. A Design Science Research Approach, International Conference on Information Systems 2021, Austin, TX, USA
06/2021	Evaluation of Text Emotion Recognition in Hybrid Intelligence Chatbot – NeuroIS Retreat Training, Vienna, Austria
02/2021	Endogenous vs. Exogenous Approach to Digital Transformation in European SMEs - Evidence from Five Case Studies at Competitive Renaissance through Digital Transformation Conference, Pavia, Italy
11/2019	Importance of cultural differences in designing digital persuasive products at Interscience-International Conference on Management and Social Sciences, Lodz, Poland
12/2016	Presentation Format and Online Reviews Persuasiveness: The Effect of Computer-Synthesized Speech, International Conference on Information Systems 2016, Dublin, Ireland
08/2015	Tell Me What to Do! Computer-Synthesized Speech as a Persuasive Technology in the Context of Online Reviews, 21st Americas Conference on Information Systems, Fajardo, Puerto Rico
09/2014	Web-Mediated Persuasion: Online Reviews as a Tool of Influence, Doctoral Consortium of Mediterranean Conference on Information Systems, Verona, Italy

AWARDS & HONORS

2023	Best Young Fellow Paper Award , 11 th World Mass Customization and Personalization Conference, The MCPC Community
2020	AIS Award for Innovation in Teaching , Association for Information Systems
2013 – 2016	Doctoral Scholarship funded by 7Pixel Srl
2013	Excellence Medal for Outstanding Studies , Senate of the University of Lodz
2013	Scholarship from the Marshal of Lodz Voivodeship for the best students in the region
2011/2012 and 2010/2011	Scholarship from the Minister of Science and Higher Education of Poland Awarded to ca. 0.05% best students in Poland

TEACHING

COURSE EVALUATIONS AVAILABLE IN THE SEPARATE DOCUMENT

University of Pavia

2024 – present	Behaviour Design for Strategic Management (<i>master level</i>)
2023 – present	Managing Research for Business (<i>master level</i>)
2020 – present	Coding with Data Management (<i>master level</i>)
2020 – 2023	Business Analytics with Excel (<i>master level</i>)
2018 – 2022	Theory, Causality and Experimental Design (<i>doctoral level</i>)
2018 – 2021	Database Design and Management (<i>master level</i>)
2018	Design and Analysis of Experiments (<i>doctoral level</i>)

Grenoble École de Management

2024 – present	Digital Organizations and Information Systems (<i>master level</i>)
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University of Oulu

2023 – present	Reviewing Existing Research and Literature (<i>doctoral level</i>)
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EM Strasbourg Business School

2023	Digitalization (<i>master level</i>)
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University of Lodz

2023	Persuasive Technology in Business (<i>undergraduate level</i>)
2021 – 2022	Groupware and Virtual Work (<i>undergraduate level</i>)

SERVICE

DEPARTMENTAL SERVICE

12/2024 – present	Member of the Technical-Scientific Committee—responsible for the preliminary evaluation of educational plans and master's programs, University of Pavia
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11/2024 – present	Member of the Schedule and Didactics Commission, Department of Economics and Management, University of Pavia
11/2020 – 11/2024	Member of the Web, Communication and ICT Commission, Department of Economics and Management, University of Pavia
11/2020 – 11/2024	Coordinator of the high-school students' internships and work-related learning, Department of Economics and Management, University of Pavia

ORGANIZATION OF CONFERENCES

05/2026	Member of the Organizational Committee of Società Italiana di Management Conference, Pavia, Italy
02/2021	Organizational support of Competitive Renaissance through Digital Transformation Conference, Pavia, Italy
11/ 2019	Member of the Scientific Committee of Interscience-International Conference on Management and Social Sciences, Lodz, Poland

OTHER

NON-ACADEMIC EXPERIENCE

2019 - 2022	Co-founder at Reimage-IT, Inc. Austin, TX, USA
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PROFESSIONAL MEMBERSHIPS

Association for Information Systems
British Academy of Management

OTHER PROFESSIONAL INVOLVEMENT

Visiting positions

2023	Visiting Professor E. J. Ourso College of Business, Louisiana State University
2023	Visiting Professor EM Strasbourg, University of Strasbourg
2014	Visiting Scholar Sauder School of Business, University of British Columbia

PhD Program Faculty

2026 - present	Innovation Management, International Business and Organization University of Pavia
2023 - 2024	Sociologia Economica, Gestione dell'organizzazione e Studi Del Lavoro University of Milan
2020 - 2022	Applied Economics and Management University of Pavia & University of Bergamo

Invited talks

- 2023 **Digital Nudging in Food Marketing**
Università Politecnica delle Marche
Seminar given at the Department of Agriculture. 09/05/2023
- 2021 **Persuasive Technology & Behaviour Design in Food Industry Communication**
Università Politecnica delle Marche
Seminar given at the Department of Agriculture. 18/06/2021
- 2019 **Projektowanie zachowań i technologia perswazji (Behaviour Design and Persuasive Technology)**
University of Lodz
Seminar given at the Department of Management. 21/11/2019
- 2016 **Digital Marketing Seminar**
Vilnius University
Seminar given at the International Business School. 7/04/2016
- 2015 **Creare le recensioni online più convincenti usando la sintesi vocale (Building persuasive online review with computer-synthesized speech)**
Seminar given at 2nd Workshop Ricerca@7Pixel. 28/09/2015

Reviewer activity

- Journal of Engineering and Technology Management (ISSN: 1863-6683)
- Review of Managerial Science (ISSN: 0923-4748)
- Computers in Human Behaviour (ISSN: 0747-5632)
- Interdisciplinary Science Reviews (ISSN: 0308-0188)
- International Conference on Information Systems
- Hawaii International Conference on System Sciences

Volunteering

- 2022 – 2023 **National Coordinator in Italy**
#ScienceForUkraine initiative
- 2020 – 2022 **Volunteer**
PlugIN – Polish Innovation Diaspora

SKILLS

LANGUAGES

Polish	Native
English	Professional Certificate in Advanced English (2008)
Italian	Professional
Russian	Advanced
Spanish	Intermediate

IT SKILLS

Data analysis	Quantitative: Python, Jupyter, R, SPSS, MS Excel Qualitative: NVivo, MaxQDA
Data storage	MySQL, MariaDB, MongoDB
Web research development	HTML, CSS, JavaScript, PHP, DNS cloud hosting management, AWS server management, Qualtrics, PsychoPy
Others	MS Windows, MS Office, Open Office, Zotero, Mendeley