ALBACHIARA BOFFELLI

Scientific curriculum

Research fellow
University of Bergamo – Department of Management, Information and Production Engineering
Via Pasubio 7/b, 24044 Dalmine (BG)
e-mail: albachiara.boffelli@unibg.it

General information

In the years 2004-2009 Albachiara Boffelli attended the Italian secondary school specializing in scientific studies. Then, she enrolled in the Management Engineering program at University of Bergamo; she achieved the bachelor degree in 2012 and the master degree in 2014 with a thesis entitled "Sustainability paths of Italian textile companies: an empirical study", earning the highest mark (110/110 cum laude).

In 2015, after a professional experience in a multinational enterprise, she started her collaboration with the University of Bergamo as a research fellow, working on a project funded by the local industrial association (Confindustria Bergamo) focused on the analysis of the Global Value Chain and the competitive dynamics of the textile and clothing industry.

In October 2016, she won a scholarship for a three years Ph.D. program in Economics and Management of Technology (DREAMT), joint between University of Bergamo and University of Pavia. During the first year of this program she had the opportunity to follow courses about Economics, Management, Technology management and Research methodologies. Her research proposal "The right-shoring and right-sourcing framework development: a decision-making tool" involves the analysis of manufacturing location decisions, with a specific focus on the reshoring decision making and implementation processes.

In addition, during the last years, she attended several conferences and seminars. In particular, she participated to: the EDEN doctoral seminar on research methodology in operations management (in Bruxelles); two international doctoral workshop (organized by EurOMA association); three national summer schools on Complexity, Research Design and Teaching (in 2016, 2017 and 2019); the editions from 2016 to 2019 of the EurOMA conference; the 2017 edition of the International EurOMA Sustainable Operations and Supply Chains Forum; the 2019 edition of the Annual EDSI Conference and of the Annual DSI Conference where she won the Best Paper Award; the editions from 2016 to 2019 of

the largest Italian national conference in Management Engineering (AiIG). In these occasions she presented her research proposal and some articles written with the research group (see Publications section).

From September 2018 to February 2019 she has been a visiting PhD student at Lund University (Sweden), under the supervision of Prof. Jan Olhager.

From October 2019 she is a research fellow at the University of Bergamo, working on a project entitled "Managing offshoring and reshoring decisions: a meta-analysis research", developed starting from her Ph.D. dissertation.

She is currently member of the following associations: EurOMA; DSI; AiIG (Italian Association of Management Engineering); ASCM.

From 2016, she has been serving as ad-hoc reviewer for the following journals: International Journal of Production Research; Production Planning & Control; Operations Management Research.

Education

Currently enrolled in the DREAMT (Doctoral Research in Economics and Management of Technology) Ph.D. Program waiting to defend the final dissertation, University of Pavia and University of Bergamo

Master Degree in Management Engineering, University of Bergamo, 2014

Bachelor Degree in Management Engineering, University of Bergamo, 2012

Other competences

Language
Italian mother tongue.
Fluent in English.

Software
Excellent knowledge of Windows environment and MS office suite.
Excellent knowledge of Microsoft Project.
Excellent knowledge of statistical analysis software (Stata, SPSS).
Excellent knowledge of Nvivo.

Research
Experience in developing an online survey (Google Form, Surveymonkey).
Experience in conducting case studies.
Experience in qualitative analysis: data coding, data visualization, data analysis.
Experience in quantitative analysis: tests on means and variances, factor analysis, ANOVA, cluster analysis, regressions.

Teaching activity
- **Since A.Y. 2015/2016**: Teaching assistant for master students within the Italian and English courses of Project and Innovation Management at University of Bergamo (Prof. Matteo Kalchschmidt).
- **Since A.Y. 2015/2016**: Teaching assistant for under graduate students within the course of General Management and Supply Chain Management at University of Bergamo (Prof. Ruggero Golini).

- **Since 2018**: Lecturers in the post-graduate specialization course "Marketing management of the international enterprise in the era of new media and digital marketing"
- **Since 2015**: Providing support to under graduate and master students in the development of their thesis (25 master theses and 10 bachelor theses co-supervised).
- **In 2019**: Lecturer for the course "Project and innovation management " at the University of Bergamo
- **In 2019**: Lecturer of Project Management in the executive master "Management of the Smart Factory"
- **In 2019**: Lecturer of Innovation Management and project assistant in the practitioner course "Accademiart"
- **In 2017 and 2018**: Providing support in the University of Bergamo business plan competition (Start Cup Bergamo) in developing a business plan to start up a new business.

Research activity

The research activity started with the Master Thesis, and went through an evolution process that brought in different research topics and interests, but always trying to analyse them through the Supply Chain Management lenses.

In particular, three main areas of research are currently being developed:

1. **Reshoring and manufacturing location decisions:**
   Reshoring is a very recent trend that involves the relocation of activities by companies, bringing them back from an offshore country. After a literature review, the most interesting and under investigated topic appeared to be the decision making and implementation process of reshoring, and gaining a higher understanding of it could help companies in their relocation decisions. This is the main reason why the Ph.D thesis will be strictly connected to this topic. Pubblications 15, 17, 18, 20, 21, 23, 26, 30 and 32 are related to this topic.

2. **Global Value Chain:**
   The Global Value Chain framework is very well known by Economic Geography scholars, but it is still ignored in the Supply Chain Management field. Although, it represents a very interesting perspective to analyse a supply chain in a context of global fragmentation and dispersion of activities. Therefore, some studies have been launched during the collaboration at University of Bergamo with different focuses:
   - Identification of upgrading paths, strictly related to the innovation strategy, of companies analysed with the global value chain framework (publications 1, 2, 4, 12, 28, 33);
   - Understanding of the interdependences between local clusters and the global value chain they belong to (publications 11, 38);
   - Exploring the relationships among the Global Value Chain concepts: upgrading, governance and participation in the Global Value Chain (publication 5, 7, 8, 25);
   - Testing the smiling curve theory in the context of a developed country by analyzing the upgrading paths of companies (publications 10, 13).

3. **Sustainability and circular economy:**
   The interest for this topic started with the Master Thesis, focused on the analysis of sustainability strategies and practices of Italian textile companies. This topic has been carried out by developing

a survey and analyzing the collected data to detect different clusters. The results of this study are reported in publications 3, 9, 27, and 34. Nowadays, the topic has evolved towards an operations and supply chain management-oriented perspective and more current research development (e.g. Social sustainability, Circular Economy). Publications 6, 14, 16, 19, 24 and 35 are related to this topic.

4. **Industry 4.0 and its impact on organization and supply chain:**
The interest for this topic was generated by the advent of the so-called fourth industrial revolution that led companies to massively invest in new technology with significant and often underestimated impacts on organization and supply chain. The research connected to this topic has been mainly exploratory, but gave the opportunity to set up new collaborations cross-fields and cross-countries. Publications 22, 29, 31, 36, and 37 are connected to this topic.

Publications

Conferences

1. Golini, R., Resta, B., Kalchschmidt, M., Dotti, S., and Boffelli, A. (2015). "Upgrading and supply chain management: a study in the textile and clothing sector". Proceedings of the 22nd EurOMA Conference, Neuchatel, Switzerland.
2. Golini, R., Resta, B., Kalchschmidt, M., Dotti, S., and Boffelli, A. (2015). "Local responses to global market pressures in the textile and apparel industry: evidence from six Northern Italian companies" Proceedings of the 27th SASE Annual Conference, London, UK.
3. Resta, B., Dotti, S., Boffelli, A., and Gaiardelli, P. (2015). "Environmental Management Practices for the Textile Sector", In Advances in Production Management Systems: Innovative Production Management Towards Sustainable Growth, Springer International Publishing, pp. 625-631. Proceedings of the APMS 2015 Conference, Tokio, Japan.
4. Golini, R., Resta, B., Kalchschmidt, M., Dotti, S., and Boffelli, A. (2015). "Local Responses to Global Market Pressures in the Textile and Apparel Industry: Evidence from Seven Northern Italian Companies". Proceedings of the 26th AiIG Conference, Vicenza, Italy.
5. Golini, R., Kalchschmidt, M., and Boffelli, A. (2016). "Governance and upgrading in Global Value Chains: a study in the manufacturing industry". Proceedings of the 23rd EurOMA Conference, Trondheim, Norway. (Presenter)
6. Resta, B., Dotti, S., Gaiardelli, P., and Boffelli, A. (2016). "Lean Manufacturing and Sustainability: An Integrated View". In Advances in Production Management Systems. Initiatives for a Sustainable World, Springer International Publishing, pp.659-666. Proceedings of the APMS 2016 Conference, Iguassu Falls, Brazil.
7. Golini, R., Boffelli, A., and Kalchschmidt, M. (2016). "Governance And Upgrading In Global Value Chains: A Study In The Manufacturing Industry". Proceedings of the 5th P&OM WORLD CONFERENCE, Havana, Cuba
8. Golini, R., Boffelli, A., and Kalchschmidt, M. (2016). "Relational governance as firms' upgrading boost". Proceedings of the 27th AiIG Conference, Bergamo, Italy. (Presenter)
9. Boffelli, A., Resta, B, Dotti, S., Golini, R. (2017). "Corporate Environmental Management for the Textile Sector: Towards an Empirical Typology". Proceedings of the 4th International EurOMA Sustainable Operations and Supply Chains Forum, Milan, Italy. (Presenter)
10. Boffelli, A., Golini, R., and Kalchschmidt, M. (2017). "Smiling Curve in the textile Supply Chain:what helps to Upgrade?". Proceedings of the 24th EurOMA Conference, Edinburgh, UK. (Presenter)

11. Golini, R., and Boffelli, A. (2017). "Value Chain Mapping and Heterogeneity of Firms in Clusters: A Survey of the Textile and Clothing Firms of Bergamo". Proceedings of the 29th SASE Annual Conference, Lyon, France.
12. Golini, R., Resta, B., Kalchschmidt, M., Dotti, S., and Boffelli, A. (2017). "Upgrading patterns in the textile and apparel global value chain" Proceedings of the 77th AOM Annual Meeting, Atlanta, USA. Runner up for ISM Best Paper Award.
13. Boffelli, A., Golini, R., and Kalchschmidt, M. (2017). "Smiling Curve in the textile Supply Chain: what helps to Upgrade?". Proceedings of the 28th AiIG Conference, Bari, Italy. (Presenter)
14. Carissimi, G., Boffelli, A., Dotti, S., Gaiardelli, P., & Carrara, F. (2018). "Supply chain collaboration for circular economy: a case study in the textile industry". In AUTEX 2018: Leading trend technologies and trends in textile: 18th World Textile Conference, Istanbul, Turkey, 20-22 June 2018 (pp. 431-436).
15. Boffelli, A., Golini, R., Orzes, G., & Dotti, S. (2018). "Reshoring decision-making and implementation processes: A multiple-case study". Proceedings of the 25th EurOMA Conference, Budapest, Hungary
16. Boffelli, A., Carissimi, G., Dotti, S., Gaiardelli, P., & Carrara, F. (2018). "Implementing supply chain collaboration practices to support successful circular economy: a best case from textile industry". Proceedings of the 25th EurOMA Conference, Budapest, Hungary
17. Boffelli, A., Golini, R., Orzes, G., & Dotti, S. (2018). "Reshoring decision-making and implementation processes: A multiple-case study". Proceedings of the 29th AiIG Conference, Castellanza, Italy.
18. Johansson, M., Boffelli, A., Olhager, J., Kalchschmidt, M. (2019). "A meta-analysis of reshoring case studies - the influence of contingency factors on the relocation decision". 10th Annual EDSI Conference, Nottingham, UK. Best paper award.
19. Boffelli, A.; Kalchschmidt, M.; Balzari, L. (2019). "Understanding trade-offs among sustainability pillars through triangulation". 26th EurOMA Conference, Helsinki, Finland.
20. Boffelli, A., Johansson, M. (2019). "What do we want to know about reshoring? A conceptual framework for case study research". 26th EurOMA Conference, Helsinki, Finland.
21. Boffelli, A.. Johansson, M. (2019). "What do we want to know about reshoring? Developing a framework from a meta-synthesis". 30th RSA AiIG, Torino, Italy.
22. Boffelli, A.; Carminati, P.; Kalchschmidt, M.; Wiech, M.; Elbe, C.; Friedli, T. (2019). "Evidences from the German speaking area: what to expect from Industry 4.0 technologies implementation?". 50th Annual DSI Conference, New Orleans, US.
23. Johansson, M.; Boffelli, A.; Olhager, J.; Kalchschmidt, M. (2019). "A meta-analysis of reshoring case studies - the influence of contingency factors on the relocation decision". 50th Annual DSI Conference, New Orleans, US. Best regional paper award.

International journals

24. Resta, B., Dotti, S., Gaiardelli, P., Boffelli, A. (2017). "How Lean Manufacturing Affects the Creation of Sustainable Value: An Integrated Model". International Journal of Automation Technology. 11(4) pp.542-551. Doi:10.20965/ijat.2017.p0542.
25. Golini, R., De Marchi, V., Boffelli, A., Kalchschmidt, M. (2018). "Which governance structures drive economic, environmental, and social upgrading? A quantitative analysis in the assembly industries" International Journal of Production Economics, 203, pp.13-23.
26. Boffelli, A., Golini, R., Orzes, G., & Dotti, S. (2018). "How to reshore": Some evidence from the apparel industry". IEEE Engineering Management Review.

27. Boffelli, A., Dotti, S., Gaiardelli, P., Carissimi, G., Resta, B., (2019). "Corporate Environmental Management for the Textile Industry: Towards an Empirical Typology". Sustainability, 11(23), pp. 6688
28. Golini, R., Boffelli, A., Kalchschmidt, M. (Under review). "A Conceptualization and Operationalization of Concept of Upgrading in SCM: Evidence from the Textile and Apparel Industry". Submitted to Journal of Supply Chain Management.
29. Cimini, C.; Boffelli, A.; Lagorio, A.; Kalchschmidt, M.; Pinto, R. (2020). "How do Industry 4.0 technologies affect the organization? An empirical analysis on Italian SMEs" accepted for publication by Journal of Manufacturing Technology Management
30. Boffelli, A., Golini, R., Orzes, G., Dotti, S. (Forthcoming). "Reshoring decision-making and implementation: A behavioural perspective" submitted to Journal of Purchasing and Supply Management
31. Wiech, M., Boffelli, A., Elbe, C., Carminati, P., Friedli, T., Kalchschmidt, M. (Forthcoming). "Big Data Analytics and Manufacturing Execution Systems implementation – an empirical analysis in the German-speaking area" submitted to Production Planning and Control
32. Boffelli, A., Johansson, M. (Forthcoming). "What do we want to know about reshoring? Towards a comprehensive framework based on a meta-synthesis" submitted to Operations Management Research

National journals

33. Boffelli, A., Golini, R., Resta, B., Thiella, F., Kalchschmidt, M., Dotti, S. (2016). "Il distretto tessile bergamasco. Le risposte alle sfide globali". Sistemi & Impresa, 4: 65-71.
34. Boffelli, A., Resta, B., Dotti, S., Gaiardelli, P. (2015). "I percorsi di sostenibilità delle aziende tessili italiane". Sistemi & Impresa, 6: 58-64.
35. Boffelli, A., Carissimi, G., Dotti, S., & Gaiardelli, P. (2018). "Servizi innovativi e nuovi business. I vantaggi dell'Economia circolare". Sistemi & Impresa, 7: 48-52.
36. Carissimi, G., Boffelli, A., Cimini, C., Dotti, S., & Lagorio, A. (2019). "L'industria 4.0 entra nel tessile: come cambiano le competenze". Sistemi & Impresa, 6: 32-37.
37. Boffelli, A., Cimini, C., Lagorio, A., Kalchschmidt, M., Pinto, R. (2019). "Le competenze nell'Industria 4.0: ruoli tecnici sempre più necessari". Sistemi & Impresa, 6: 38-44.

Book chapters

38. Golini, R., Boffelli, A. (2017). "The role of manufacturing within industrial districts: proposing and testing an innovative methodology" In Local Clusters in Global Value Chains: Linking Actors and Territories Through Manufacturing and Innovation, pp.193-212, ROUTLEDGE STUDIES IN GLOBAL COMPETITION

I authorize the treatment of my personal data in compliance with the Italian Legislative Decree 196/2003 and the article GDPR 679/16 - "European regulation on the protection of personal data"

Bergamo, 13/01/2020