



## PERSONAL INFORMATION

First Name(s)/Surname(s) **ROBERTA MINAZZI**  
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Linkedin <http://it.linkedin.com/in/robertaminazzi>  
Nationality Italian  
Date of birth 11 June 1977  
Mother tongue(s) Italian  
Languages English, German, French

## ACADEMIC POSITION

Since May 1<sup>st</sup> 2018  
**Associate Professor of Management**  
**Coordinator of the Master's Degree "Hospitality for Sustainable Tourism Development (HoSTDe)**  
Department of Law, Economics and Cultures, University of Insubria, Como  
Previous position: 22/12/2010-30/04/2018  
**Assistant Professor**  
Department of Law, Economics and Cultures, University of Insubria, Como

## EDUCATION AND TRAINING

2002-2003 – 2004-2005

**PhD in Marketing and Communication**  
*Topic of dissertation: Quality management in the hospitality business*  
IULM University, Milan

August-September 2005

**Visiting Scholar**  
College of Hospitality Management, Niagara University, New York.

1996-2001

**BA in Public Relation**  
IULM University, Milan

## RESEARCH

A.Y. 2001-2002

Title of the Research Project:  
**Changing trends in services management and marketing**  
Head of the Project: Prof. Aurelio G. Mauri  
Department of Economics and Marketing, IULM University

A.Y. 2003-2004 – A.Y. 2005-2006

Title of the Research Project:  
**Management and Marketing of hospitality**  
Head of the Project: Prof. Aurelio G. Mauri  
Department of Economics and Marketing, IULM University

2010-2011

Title of the Research Project:  
**Hotel classification and quality management in the hotel sector**  
Head of the Project: Prof. Roberta Minazzi  
*Department of Law, Economics and Cultures, University of Insubria, Como.*

2011-2012	<p>Title of the Research Project:  <b>Relational orientation and firm performance in the hotel sector</b>  Head of the Project: Prof. Roberta Minazzi  <i>Department of Law, Economics and Cultures, University of Insubria, Como.</i></p>
2012-2014	<p>Title of the Research Project:  <b>Sustainable and Responsible tourism: economic, legal and linguistic features.</b>  Head of the Project: Prof. Roberta Minazzi  <i>Department of Law, Economics and Cultures, University of Insubria, Como.</i></p>
March 2013-May 2014	<p>Teaching Staff Mobility  Research Project:  <b>Social media and online relationship marketing in tourism and hospitality</b> in collaboration with Prof. Stefan Lagrosen, research group: "Learning in and For the New Working Life" University West, Sweden.</p>
2014-2015	<p>Title of the Research Project: <b>Sustainable tourism, social media and smart communities to promote culture of a territory: economic, legal and linguistic features.</b>  Head of the Project: Prof.ssa Flavia Cortelezzi  <i>Department of Law, Economics and Cultures, University of Insubria, Como.</i></p>
2015	<p>Title of the Research Project:  <b>Research Lab Terra&amp;Acqua</b>, in collaboration with Lombardy Region, Expo 2015.  Head of the Project: Prof. Roberta Minazzi  <i>Department of Law, Economics and Cultures, University of Insubria, Como</i></p>
2014-2015	<p>Title of the Research Project:  <b>Research Lab "Between Lake Como and Milan"</b> in collaboration with Lombardy Region, Lario Fiere, Expo 2015.  Head of the Project: Prof. Roberta Minazzi  <i>Department of Law, Economics and Cultures, University of Insubria, Como</i></p>
APRIL 2015	<p>Teaching Staff Mobility  Research Project:  <b>Sharing economy in tourism and hospitality</b>  Department of Tourism &amp; Hospitality, Bournemouth University, Poole, UK</p>
SINCE 2006	<p>Title of the Research Project:  <b>Hotel revenue management and guests' perceived fairness</b>  Head of the Project: Prof. Aurelio G. Mauri  Department of Economics and Marketing, IULM University</p>
SINCE 2008	<p>Title of the Research Project:  <b>La fedeltà al servizio alberghiero (Service Loyalty)</b>  Head of the Project: Prof. Aurelio G. Mauri  Department of Economics and Marketing, IULM University</p>
SINCE 2011	<p>Title of the Research Project:  <b>Passaparola e recensioni della clientela (guests' reviews)</b>  Head of the Project: Prof. Aurelio G. Mauri  Department of Economics and Marketing, IULM University</p>
SINCE 2018	<p>Member of the research group  Progetto di Rilevante Interesse Nazionale (PRIN)-2018  <b>La Nuova Via della Seta - The One Belt - One Road Initiative</b></p>

- SINCE 2022 Member of the research group  
Piano Nazionale di Ripresa e Resilienza (PNRR)  
**Nord Ovest Digitale Sostenibile (NODES) - Spoke 3 Industria del turismo e della cultura**
- SINCE 2023 Member of the research group  
Progetto di Rilevante Interesse Nazionale (PRIN)-2023  
***ITINEREL-Religious and cultural routes as ITINeraries towards European common values, sustainable tourism and the protection of cultural and RELigious heritage for future generations***
- SINCE 2023 Principal Investigator (PI)  
Piano Nazionale di Ripresa e Resilienza (PNRR)-Proof of Value (PoV)  
**Cultural Extended Reality Routes (CERR)**
- SINCE 2025 Coordinator research unit University of Insubria  
Emblematici Maggiori, Fondazione Cariplo  
**Varese Cultura 2030**

## TEACHING ACTIVITY

### Courses

**Since 2010-2011-today**  
**University of Insubria, Como, Department of Law, Economics and Cultures, Como**

- Tourism Management, Tourism Marketing (TOURISM SICENCE)
- International Management and Marketing (MODERN LANGUAGES FOR INTERNATIONAL COMMUNICATION AND COOPERATION)
- Marketing (Master Program "Promotori del dono")

2023-2024  
**LIMEC, Milan**  
Strategie di corporate e internazionalizzazione del prodotto

2019-2020  
**University of Milano Bicocca, Department of Sociology and Social Research, Milan**  
Social media marketing for tourism

### Lectures/Seminars

**Since 2005-today**  
**IULM University, Milan**

- Social media marketing in the hospitality industry
- Distribution and Communication in the tourism sector

For the courses: Tourism Marketing, Management for Cultural Heritage, Master Program "Management of made in Italy"  
Course of Platform economy for tourism and Service quality management.

### ANNEXES

List of main Publications

According to law 679/2016 of the Regulation of the European Parliament of 27th April 2016,  
I hereby express my consent to process and use my data provided in this CV

Omegna, 16/10/2025

Firma

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## MAIN PUBLICATIONS - ROBERTA MINAZZI

### BOOKS

Minazzi R. (2015), *Social Media Marketing in Tourism and Hospitality*, Springer International Publishing Switzerland.

Minazzi R. (2009), La qualità dei servizi alberghieri nella prospettiva delle imprese e del mercato. Sistemi di classificazione e programmi aziendali di gestione e controllo, Unicopli-CUESP, Milano.

### JOURNAL ARTICLES

Minazzi, R., Gazzola, P., Grechi, D., & Vitareti, A. (2026). Sustainability in Italian Dining: A Comparative Study of Perceptions in Full-Service Restaurants and Agritourism. *Business Strategy and the Environment*, vol. 0, 1-16.

Minazzi, R., & Grechi, D. (2025). Exploring Gen Z Sustainable Behavior in the Hospitality Industry. *Administrative Sciences*, 15(7), 266.

Grechi, D.; Minazzi, R.; Boggi, R.; Sonzini, I. (2024), *La valutazione della qualità della destinazione turistica: una applicazione al turismo tedesco in Provincia di Varese*, *Economia aziendale online*, vol. 15, No. 2 ISSN 2038-5498

Mauri A.G., Minazzi R., Nieto-Garcia M., Viglia, G. (2018), Humanize your business. The role of personal reputation in the sharing economy, *International Journal of Hospitality Management*, 73, 36-43.

Mauri A.G., Minazzi R. (2017), "Complimentary Rooms in the Hospitality Sector. Theoretical Issues and Business Practices", *Saudi Journal of Business and Management Studies*, 2(2), 102-111.

Viglia, G., Minazzi, R., Buhalis, D. (2016). The influence of e-word-of-mouth on hotel occupancy rate. *International Journal of Contemporary Hospitality Management*, 28(9), 2035-2051.

Mauri A.G., Minazzi R. (2013), "Web reviews influence on expectations and purchasing intentions of hotel potential customers", *International Journal of Hospitality Management*, 34, 99-107.

Mauri A.G., Minazzi R., Muccio S. (2013), "A Review of Literature on the Gaps Model on Service Quality: A 3-Decades Period: 1985–2013", *International Business Research*, 6(12), 134-144.

Mauri A.G., Minazzi R., Muccio S. (2012), "Comunicazione e competizione, i due elementi per la reinterpretazione del modello dei gap sulla qualità dei servizi", *Sinergie*, 89, September-December 2012: 231-254.

Minazzi R. (2010), "Hotel classification systems: a comparison of international case studies", *Acta Universitatis Danubius. Œconomica*, 6(4), 65-88.

Minazzi R. (2008), "Hotels Quality Programs", *Turistica*, 3, 63-80.

Minazzi R. (2006), "Quality certification in services: the case of hospitality industry", *Management*, Faculty of Organizational Sciences, Belgrade, 42, 33-38.

### BOOK CHAPTERS

Cortelezzi, F., Grechi, D., Minazzi, R., & Segato, M. (2025). Overtourism e Lago di Como: quale relazione? In *Ripensare il turismo. Sostenibilità, partecipazione, territorio* (Vol. 1, pp. 15-47). Giappichelli.

Grechi, D., & Minazzi, R. (2025). Are Gen Z Travelers Really Sustainable? The Perception of Sustainability in Hotel Choices. In *Business in a Turbulent Era, Volume I: Organisations, Industries and Markets* (pp. 49-71). Cham: Springer Nature Switzerland.

Minazzi R., Segato M., Grechi D. (2024), "Environmental digital activism: profile and main drivers". Routledge book chapter.

Albanese V., Fanetti S., Minazzi R., Nalato E. (2024), "Attivismo digitale e cambiamenti climatici. Il progetto "Cosmo - Climate Change Observatory Of Social Mobilization", in Testa L., Citroni S., *Declinazioni interdisciplinari. Atti della Giornata della Ricerca DIDEC 2023, Mimesis*.

Minazzi R., Panno A. (2023), "Environmental management practices (EMPs) del settore alberghiero: disclosure ed effetti sulla performance finanziaria e non finanziaria", in Leone C., Perini C., (a cura di), 'Collana "Le giornate del DiDEC", n. 1, Mimesis, Milano.

Minazzi R. (2021), "Social Media Approaches and Communication Strategies in Tourism". In: Xiang Z., Fuchs M., Gretzel U., Höpken W. (eds) *Handbook of e-Tourism*. Springer, Cham. [https://doi.org/10.1007/978-3-030-05324-6\\_127-1](https://doi.org/10.1007/978-3-030-05324-6_127-1).

Minazzi R. (2020), "An exploration of experiential travel behavior during the traveler journey", in Dixit, S. K. (Ed.). *The Routledge Handbook of Tourism Experience Management and Marketing*, Routledge, 384-396. ISBN 9780367196783.

Mauri A.G., Minazzi R. (2018), "Passaparola, social media e recensioni dei clienti", in Kotler P., Bowen J.T., Makens J.C., Baloglu S., *Marketing del turismo*, Pearson, Milano.

Minazzi R. (2017), "The travel distribution system and Information and Communication Technologies (ICT)" in Dixit, S. K. (Ed.). *The Routledge Handbook of Consumer Behaviour in Hospitality and Tourism*. Taylor & Francis.

Minazzi R., Mauri A.G. (2015), *Mobile Technologies Effects on Travel Behaviours and Experiences: A Preliminary Analysis*, In: Inversini A. & Tussyadiah, I. (Eds.), *Information and Communication Technologies in Tourism 2015*, Springer International Publishing Switzerland, 507-521.

Minazzi R. (2014), *Social media in context*, In Viglia G., Pricing, online marketing behavior, and analytics, Palgrave MacMillan, New York, 33-35.

Minazzi R., Lagrosen S. (2013). *Investigating Social Media Marketing in the Hospitality Industry: Facebook and European Hotels*. In: Xiang, Z. & Tussyadiah, I. (Eds.), *Information and Communication Technologies in Tourism 2014*, Springer International Publishing Switzerland, 145-157.

Minazzi R. (2012), "Social media e Revenue Management", in Mauri A.G., *Hotel Revenue Management: Principles and Practices*, Pearson, Milano.

Romenti S., Minazzi R., Murtarelli G. (2012), "L'orientamento dialogico e relazionale delle imprese alberghiere italiane sul web. Uno studio pilota", in Catturi G., Cavazzoni G. *Aziende di servizi e servizi per le aziende*, Il Mulino, Bologna, 493-516.

Minazzi R. (2011), "I sistemi di prenotazione", "Il sito Internet", "I programmi di fidelizzazione delle imprese alberghiere", "Il processo di controllo di qualità negli alberghi: il Manuale della qualità", in Mauri A.G., *Le imprese alberghiere. Strategie e marketing*, McGraw-Hill, Milano.

Minazzi R. (2010), "Il questionario di customer satisfaction nel business alberghiero", caso 5.1, in Kotler P., Bowen J.T., Makens J.C., *Marketing del turismo*, Pearson, Milano 2010.

Minazzi R. (2010), "Il marketing per lo sviluppo turistico del territorio lariano", in M. Sirtori (a cura di), *La cultura del turismo sul Lario e nelle sue valli*, Cisalpino, Milano 2010, 51-71.

## CONFERENCE PAPERS

Minazzi, R., Grechi, D., Segato, M., & Denti, M. (2025). Sharing economy e ospitalità: sfida o opportunità? Analisi del rapporto di sostituibilità tra imprese alberghiere e affitti brevi. In Arabella Mocciano Li Destri, Marta Ugolini and Lara Penco (Eds.), *Tertiariation & sustainability new challenges for management in the digital era* (pp. 1325-1330). FONDAZIONE CUEIM.

Gazzola, P., Grechi, D., Minazzi, R., & Vitareti, A. (2025). Sustainable Dining Dynamics: Consumer Perceptions in Traditional and Rural Restaurants. *TECHNOLOGY AND SOCIETY: Boon or Bane?*, 84.

Minazzi, R., Porro, G., Segato, M., & Grechi, D. (2025). Integrating Sentiment Analysis in Tourism: A Data-Driven Approach for Lake Como's Sustainable Development. *TECHNOLOGY AND SOCIETY: Boon or Bane?*, 68.

Grechi D., Minazzi R. (2024), Are Gen Z Travellers Really Sustainable? The Perception of Sustainability in Hotel Choices. *Euromed Conference 2024*, University of Pisa.

Grechi D., Minazzi R. (2024), Generazione Z e percezione delle sostenibilità nella scelta del servizio alberghiero. *SIMA CONFERENCE 2024*, University of Parma.

Minazzi R., Segato M., Grechi D. (2024), "Augmented reality per la valorizzazione del brand territoriale: il caso "I Sentieri Del Tessile" del territorio lariano", In "Brands and Purpose in a changing era", SIM Conference 2024, Milano 7-19 ottobre 2024. ISBN 9788894782912

Minazzi R., Grechi D. (2023), Short paper entitled "La scelta del servizio alberghiero: sostenibilità e percezioni dei turisti". *Sinergie-SIMA Conference*, June 2023, Bari.

Minazzi R., Panno A., Short paper entitled "La comunicazione strategica della sostenibilità come elemento di differenziazione delle imprese e delle destinazioni turistiche". *Sinergie-SIMA Conference*, June 2023, Bari.

Minazzi R., Grechi D., Conference paper entitled "SUSTAINABILITY AS AN ATTRIBUTE OF HOTEL CHOICE". *THE 16TH ANNUAL EUROMED ACADEMY OF BUSINESS (EMAB) CONFERENCE Business Transformation in Uncertain Global Environments*, September 2023 Vilnius, Lithuania.

Minazzi R., Panno A. (2019), *Social Media Marketing in the Hospitality Industry: The Evolution of European Hotels' Approaches from 2012 to 2018*, 9<sup>th</sup> *Advances in Hospitality and Tourism Marketing and Management Conference*,

July 9-12-2019, Portsmouth (UK). Best Paper Award, pp. 345-358, ISBN 978-0-9964244-4-8.

Minazzi R., Panno A. (2019), L'impatto dell'investimento in politiche di sviluppo sostenibile (Environmental management practices EMPs) sulla performance delle imprese dell'ospitalità, Sinergie-SIMA 2019 Conference Proceeding "Management and sustainability: Creating shared value in the digital era" 20-21 June 2019 – Sapienza University, Rome (Italy), ISBN 97888943937-1-2, DOI 10.7433/SRECP.EA.2019.71, pp. 405-410.

Mauri A.G., Minazzi R., Sainaghi R. (2018), Effetti competitivi della sharing economy nei servizi ricettivi, Sinergie-SIMA 2018 Conference Proceeding "Transformative business strategies and new patterns for value creation", 14-15 June 2018 - Ca' Foscari University Venice (Italy), ISBN 97888943937-2-9, DOI 10.7433/SRECP.EA.2018.06.

Mauri A.G., Minazzi R., Ivanov S. (2018), Hotel Selection: The Evaluation of Competitive Alternatives and Their Impact on Guests' Service Expectations, Conference Proceedings Excellence in Services Le Cnam, 21th International Conference Paris (France), ISBN 9788890432781.

Mauri, A. G., Minazzi, R., Vannacci, B. (2017). The determinants of managerial responses to hotel guests' reviews: An exploratory study in the city of Milan. In Conference Proceedings Toulon-Verona Conference "Excellence in Services", Verona, 7-8 September 2017.

Minazzi R., Viglia G., Nieto García M. (2017), It takes two to tango: the role of personal reputation in the sharing economy, GIKA - Global Innovation and Knowledge Conference, Lisbona, 28-30 June 2017. (NO ISBN)

Minazzi R. (2014), "Un Modello per la Valorizzazione Sostenibile del Territorio", VII Settimana Europea Sul Paesaggio, Université D'Eté 2014, *Colloqui di Arosio sul paesaggio*, 11TH Edition, Verso EXPO 2015: la città è verde, Cesano Maderno 28 agosto 2014.

Minazzi R., Lagrosen S. (2013), "Social media marketing in European Hospitality industry: a possible evaluation model", The 15th Annual SNEE European Integration Conference, Mölle (Svezia), 21-24 maggio 2013.

Minazzi R., Cortelezzi F. (2012), "Prospettive di sviluppo del turismo nel territorio di Lecco", Proceedings of the Sinergie Journal Annual Conference: "Il territorio come giacimento di vitalità per l'impresa" – Università del Salento (Lecce), 18-19 ottobre 2012.

Mauri A.G., Minazzi R., Muccio S. (2011), "Comunicazione e competizione, i due elementi per la reinterpretazione del modello dei gap sulla qualità dei servizi", Proceedings of the Sinergie Journal Annual Conference "Governance d'impresa e comunicazione strategica. Is communication taking over?", IULM University, Milano, 10-11 November 2011.

Romenti S., Minazzi R., Murtarelli G. (2011), *L'orientamento dialogico e relazionale delle imprese alberghiere italiane sul web. Uno studio pilota*, Proceedings of the XXXIV Annual Conference AIDEA, University of Perugia – 13-14 October 2011 (Best Paper AIDEA 2011).

Mauri A., Minazzi R. (2011), *The impact of hotel reviews posted by guests on customers' purchase process and expectations*, Proceedings 14<sup>th</sup> Toulon-Verona Conference "Organizational Excellence in Services", University of Alicante – University of Oviedo (Spain), 1-3 September 2011.

Romenti S., Minazzi R., Murtarelli G. (2011), *Online relationships and dialogue orientation in the Italian hospitality industry*, Proceedings 14<sup>th</sup> Toulon-Verona Conference "Organizational Excellence in Services", University of Alicante – University of Oviedo (Spain), 1-3 September.

Minazzi R. (2008), "Customer Satisfaction Surveys in the Hospitality Industry: a comparison of international hotel chains questionnaires", Atti del XI Convegno Internazionale Toulon-Verona "Quality in services", University of Florence, 4-5 September 2008, pp. 543-554.

Minazzi R. (2006), "Hotels Quality Management. Main Tools and Trends", IX International Conference Toulon-Verona "Quality in services", University of Paisley-Scotland, September 2006.

## **WORKING PAPERS**

Minazzi R. (2010), "Hotel classification systems: a comparison of international case studies", Working paper Department of Economics and Marketing, IULM University, Milan, n. 35 March 2010.

Minazzi R. (2005), "Hotel Quality Programs", Working paper Department of Economics and Marketing, IULM University, Milan, n. 14, October 2005 (Social Science Research Network-SSRN, ID: 1471210, [www.ssrn.com](http://www.ssrn.com)).

Minazzi R., "Le politiche di fidelizzazione delle compagnie aeree: i Frequent Flyers Programs", Working paper Department of Economics and Marketing, IULM University, Milan, n. 5, April 2003 (Social Science Research Network-SSRN, ID:753445, [www.ssrn.com](http://www.ssrn.com)).