Paola Olimpia Achard
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Degree in Economics, Luiss–Libera Università Internazionale degli Studi Sociali, Rome, 1991.
Professional Qualification as Chattered Accountant, University of L'Aquila, 1992.
Ph.D. in Business Management (10th cycle), administrative seat at the University of Cassino (consortium seats: Luiss Guido Carli, University of L'Aquila, University La Sapienza in Rome), 1994-1997.
Eligible for the comparative evaluation procedure for a position of tenured university professor, associate band, sector P02/B-Economics and Business Management, 2000.
Associate Professor SECS-P/08 Economics and Business Management, International Business Management and Governance, DIIIE Unit-Department of Industrial and Information Engineering and Economics, University of L'Aquila, since 2001.

Teaching assignments at University of L'Aquila

Economics and Business Management (L-18-9 CFU), since 2001.
International Business Management & Governance (LM-77-9 CFU), since 2001.
Creation, Management and Valorization of Intellectual Property (Master's degree course-3CFU), Master's degree course in Medical and Pharmaceutical Biotechnology, Department of Applied Clinical Sciences and Biotechnology, since 2022.
Economics and Business Management (Economic Regulation and Bioethics module-3 CFU), Bachelor's degree course in Biotechnology, Department of Applied Clinical Sciences and Biotechnology, since 2025.
Biopharmaceuticals Industrial Production II (Master's degree course-3CFU), Master's degree course in Molecular and Cellular Biotechnology, Department of Applied Clinical Sciences and Biotechnology, from 2020 to 2022.

Management training course in Public Health, Healthcare Organization and Management for Complex Unit Directors, since 2022.
Management training course in Public Health, Healthcare Organization and Management for General, Health and Administrative Directors and other management positions, since 2022.
Management of Public Administration and Management of Local Public Services, II Level Master in Law and Management of Local Government, since 2022.
Sustainability-induced change, II Level Master in Systemic Planning of Sustainability MPROSS, 2021
Strategic Assets, Business Organization, Human Resource Management and Marketing of Healthcare Companies at the II Level Master in Healthcare Management, since 2015.
Health Needs Analysis, Organizational Models, Value-Based Healthcare, and Lean Management at the Management Training Course of the Abruzzo Region and the University of L'Aquila, PNRR – M6 C2.2 (c) "Development of technical-professional, digital, and managerial skills of healthcare system personnel: Sub-measure: management training course" CUP C93C23005420006, 2025.

Ph.D. teaching assignments

Network Models Planning for Shared Value Creation in Healthcare, Ph.D. Course in Industrial and Information Engineering and Economics, legal-business sciences

curriculum, XXXVI cycle Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2022-2023.

Strategic Interrelationship Analysis and Horizontal Strategy Formulation Process, Ph.D. Course in Industrial and Information Engineering and Economics, legal-business sciences curriculum, XXXVI cycle Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2021-2022.

Institutional Settings of the National Health System and International Comparison, Ph.D. Course in Industrial and Information Engineering and Economics, legal-business sciences curriculum, XXXVI cycle Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2020-2021.

Healthcare Management, PhD Program in Industrial and Information Engineering and Economics, legal-business sciences curriculum, XXXI cycle, Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2015.

Teaching assignments at foreign universities

Visiting Professor of Strategic Management in the framework of Higher Education for Teaching Mobility, Erasmus+, Department of Business and Sociology, Estremadura University, Badajoz (Spain), September 2019, May 2018.

Invited Visiting Professor of CSR Management and Strategic Management of Human Resources at the University of Sichuan, Chengdu (China). Lectures on Strategic Corporate Social Responsibility and Strategic Human Resource Management, June-July 2019, October 2018, October 2017.

Visiting Professor of Strategic Management and CSR Management in the framework of Higher Education for Teaching Mobility, Erasmus+, Department of Management, National University POLITEHNICA of Bucharest (Romania), September 2022, May 2019.

Visiting Professor of Strategic Management of Biotech Firms in the framework of Higher Education for Teaching Mobility, Erasmus+, Faculty of Power Engineering, Department of Energy Production and Use, May 2025, May 2023.

Management appointments

Coordinator of the Blended Intensive Program (BIP) Work and AI: new jobs and careers in the Digital Age (BIP ID 2023-1-IT02-KA131-HED-000120525-1; Coordinating and Host Institution: University of L'Aquila, Italy - Erasmus code: I L-AQUIL01; Partner Institutions: Czech University of Life Sciences Prague, Czech Republic - Erasmus code: CZ PRAHA02, University of Extremadura, Spain - Erasmus code: E BADAJOZ01, Lucian Blaga University of Sibiu, Romania - Erasmus code: RO SIBIU01), held at the DIIIE-Department of Industrial and Information Engineering and Economics, University of L'Aquila. Virtual component: June 3-23, 2025. In-person component: July 7-11, 2025.

Head of the integrated course in Organization and Management of Healthcare Organizations, at the II Level Master in Healthcare Management, DIIIE-Department of Industrial and Information Engineering and Economics, University of L'Aquila, since 2023.

Member of the Ordering Committee of the II Level Master in healthcare management, DIIIE-Department of Industrial and Information Engineering and Economics, University of L'Aquila, since 2009.

Member of the Board of Statutory Auditors of NRGSys-an innovative SME engaged in R&D in the medical software sector, from 2019 to 2023.

Member of the Final Evaluation Abruzzo Regional Committee TAKE-OFF! Change Award 2022 6th edition, CNA Abruzzo and University of L'Aquila, 2022.

Member of the Committee for the attribution of teaching assignments at the II Level Master in Healthcare Management, DIIIE – Department of Industrial and Information Engineering and economics, University of L'Aquila, since 2009.

Member of the Committee for the attribution of teaching assignments of Marketing, Business Strategies, Economics and Management of Service Companies, University of L'Aquila, since 2002.

Member of the Teachers' Board of the PhD Program DOT0755494 Institutions, Market, Guarantees and Protection of the Individual, Faculty of Economics, University of L'Aquila, from 2007 to 2015.

Member of the University Evaluation Board, University of L'Aquila, from 2005 to 2012.

Member of the SIE Department Board-Systems and Institutions for Economics, Faculty of Economics, University of L'Aquila, from 2007 to 2012.

Member of Teacher's Board of the PhD Program DOT0361473 Business Information Systems, Luiss Guido Carli-Libera Università Internazionale degli Studi Sociali, Rome, from 2004 to 2009.

Research activities

Member, PRIN 2022–2025 (PNRR) - CASCADE: Criticality Analysis for Supply Chain Availability and Dependency Evaluation, UNIVAQ Research Unit - Research Unit Lead: Prof. Luciano Fratocchi; National Coordinator (PI): Prof. Paolo Barbieri.

Participation at Multiplier Event SafeEngine (EU Project ID 2020-1-RO01-KA203-080085) Blended Learning through Innovative Tools for Sustainable and Safety Engineering and Social Inclusion Project Partners: University POLITEHNICA of Bucharest, University of Malaga, Lucian Blaga University of Sibiu, University of Naples Federico II, Malaga, 2023.

Economic Advisory Board Point of Care MRI in Acute Stroke-Trajectory 2 E-Health, advanced diagnostics, medical devices and mini-invasiveness-Line of Action 2.1 Creation of a national network for high impact diseases-Health Development and Cohesion Plan. Lead partner: University of L'Aquila-Project proposal title: POS-T2-STROKE-Early diagnosis and treatment of stroke by Dedicated Mobile Unit with Magnetic Resonance Imaging (UMD-RM), 2022.

Member, PRIN 2022–2025 - The Constitutional Right to Health and the Organization of Healthcare after the Pandemic Emergency, UNIVAQ Research Unit - Organization of the National Health Service and the Effectiveness of the Right to Health; Research Unit Lead: Prof. Fabrizio Politi; National Coordinator (PI): Prof. Renato Balduzzi.

Member of the DASLab, Research Laboratory on Right to Health and Arrangements of the National Health System (University of L'Aquila-DIIIE), since 2022.

Research Project of University Interest Innovative strategic management of Scientific Research, Hospitalization and Healthcare Institutes, DIIIE-Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2023.

Research Project of University Interest The design of the territorial care system in the Abruzzo Region: construction of the state of the art and analysis of territorial care needs

at the regional level, DIIIE-Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2022.

Research Project of University Interest Design and development of territorial networks in healthcare, DIIIE-Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2021.

Research Project of University Interest Strategic Role of Prevention Area in the National Health Service (NHS), DIIIE-Department of Industrial and Information Engineering and Economics, University of L'Aquila, 2020.

Editorial boards

Editorial Board-Editor in Chief Current Social Sciences Public Services, Bentham Science, since 2022.

Member of Italian Academy of Business Administration (AIDEA), Italian Society of Management (SIMA), Eurasia Business and Economic Society (EBES), Italian Telemedicine Society (SIT).

Seminars, lectures and conferences

Cross-sector collaborations and value creation in biotech: micro perspectives from a study on some small italian firms. 15th edition of CUICIID, International University Congress on Communication, Innovation, Research and Teaching, Madrid, Spain, October 23, 2025.

Analisi organizzativa e gestionale. Point of Care in MRI in acute Stroke. Conference organized by the Department of Applied Clinical Sciences and Biotechnology of the University of L'Aquila as part of the POS-T2-STROKE project – Early diagnosis and treatment of stroke using a Dedicated Mobile Unit with Magnetic Resonance Imaging (UMD-RM), L'Aquila, Palazzo Camponeschi, July 10, 2025.

I modelli di medicina territoriale: un confronto internazionale. VI Convegno Italo-francese di studi giuridici. Sistemi Sanitari e Diritto alla Salute Italia e Francia a Confronto, organized by the operational unit of the University of L'Aquila (Organization of the National Health Service and the effectiveness of the right to health) and promoted as part of the initiatives of the Laboratory of Health Law and National Health Service Structures (DAS LAB), Department of Industrial and Information Engineering and Economics, University of L'Aquila, May 7, 2025.

Strategic analysis of IRCCSs' sustainability management. Sinergie SIMA Management Conference, University of Parma, June 13-14, 2024

The Contribution of Biotech Firms to the SDGs: a global-local comparative strategic study. 10th ERAZ International Scientific Conference Knowledge Based Sustainable Development ERAZ 2024, June 6, 2024.

Biotech's firms cross-sector collaborations. Paper Development Workshop: second edition University of Rome Tor Vergata, May 17, 2024.

Strategic environmental management in the European Healthcare Sector. The case of innovative governance of IRCCS. 45th EBES Conference, Budapest, October 11-13, 2023.

The impact of Ministerial Decree 77/2022: strategic directions, organizational effects and management criticalities. University of L'Aquila, October 6, 2022.

Stakeholder Management in the Healthcare Sector: The Case of IRCCSs in the Italian National Health System. 41st EBES Conference, Berlin, October 12-14, 2022.

Management and organization of the Workshop in Relational Intelligence held as part of the master in healthcare management II level (11th ed) in collaboration with Interago Academy Srl, June 24-25, 2021.

Value Creation through Public-Private Partnership in the Healthcare Sector. A Managerial Analysis of Italian Health Care Organizations during the Pandemic of SARS-CoV-2. 37th EBES Conference, Berlin, October 6-8, 2021.

Family business innovation and growth: A CSV driven perspective. Paper presented at ASM INCON 2020: Incon 2020-International Conference On Ongoing Research In Management & It, Pune (India), January 10-12, 2020.

Team working in medicine. CME course Being a Doctor, CME Training Center D. Vecchioni c/o OMCeO L'Aquila, March 2019.

Familiness: Strategic Determinant for Shared Value Creation. Paper presented at ASM INCON 2019: Incon 2019-International Conference On Ongoing Research In Management & It, Pune (India), January 11-12, 2019.

Enhancing impact evaluation systems to support strategic decision making and value creation processes in social enterprises. Sinergie-SIMA Conference 2018 Transformative Business strategies and new patterns for value creation, Department of Management-Ca' Foscari University Venice, June 14-15, 2018.

Familiness as a strategic determinant-The unconventional growth of family business. 9th International Research Meeting in Business and Management (IRMBAM), IPAG Nice, July 5-7, 2018.

Public Private Partnerships: Strategic Assets and Managerial Models. 29th European Regional ITS Conference International Telecommunications Society (ITS), Trento, Italy, 2018.

Publications

«Il Controllo Organizzativo», in Fontana F., Il Sistema Organizzativo aziendale, Franco Angeli, 1997, ISBN 9788846405302.

«COI. Cost of Illness. I Costi dellosteoporosi: un confronto internazionale», AA.VV (Achard P.O. Fratocchi L.-Tana A.-Rossi A.)-Economia e Sanità & Business International, quad. 4, 1997.

«Economia e direzione delle aziende sanitarie. Luci, ombre, prospettive, a cinque anni dalla riforma», Atti del Convegno Luiss Guido Carli, Fontana F., Achard P.O. (a cura di RIREA)-Rivista Italiana di Ragioneria e di Economia Aziendale, n. 8/1998.

«L'architettura strategica delle aziende sanitarie», in Economia e direzione delle aziende sanitarie. Luci, ombre, prospettive, a cinque anni dalla riforma, Atti del Convegno Luiss Guido Carli, Fontana F., Achard P.O. (a cura di) RIREA-Rivista Italiana di Ragioneria e di Economia Aziendale, n. 8/1998.

«Economia e Organizzazione delle Imprese Sanitarie», Franco Angeli, Milano, 1999, ISBN 9788846414861.

«La formazione delle strategie nelle aziende sanitarie», Achard P.O., Profili S., Cicchetti A., in Fontana F., Lorenzoni G. (a cura di), L'architettura strategica delle aziende ospedaliere: un'analisi empirica, Franco Angeli, 2000, ISBN 978-8846420671.

«Lo spazio strategico: una valutazione empirica», Achard P.O., Profili S., Castello V., in Fontana F., Lorenzoni G. (a cura di), L'architettura strategica delle aziende ospedaliere: un'analisi empirica, Franco Angeli, 2000, ISBN 978-8846420671.

«The role of training in the acquisition and diffusion of managerial knowledge », Achard P.O., Profili S., Castello V., in Health Care Organizations, paper presentato alla Aidea Giovani International Conference, Roma, 15-17 Giugno 2000.

«Partecipazione finanziaria ed incentivazione del management. Le stock options», Achard P.O., Castello V., Franco Angeli, Milano, 2000, ISBN 9788846424068.

«Agilità organizzativa e aziende sanitarie», Achard P.O., Castello V. in G. Costa (a cura di), Flessibilità e performance. Lorganizzazione aziendale tra old e new economy, Isedi, Torino, 2001, ISBN 9788880080886.

«Razionalità, legittimità ed appropriatezza nei processi decisionali delle aziende ospedaliere. Un approccio multirazionale», Achard P.O., Castello V., paper presentato al III Workshop dei Docenti e Ricercatori di Organizzazione Aziendale su Linterpretazione della realtà organizzativa, svoltosi presso lUniversità degli Studi di Genova nelle giornate del 7-8 febbraio 2002.

«Processi decisionali e apprendimento organizzativo. Un approccio multirazionale», Achard P.O., Castello V., paper presentato al IV° Workshop dei Docenti e Ricercatori di Organizzazione Aziendale su I processi decisionali nellorganizzazione dimpresa, Firenze, 13-14 Febbraio 2003.

«Le strategie delle aziende sanitarie», Achard P.O., Fontana F., Profili S., Castello V., in Genco P. (a cura di), Problemi e politiche di razionalizzazione del settore sanitario, Enzo Albano Editore, Napoli, 2003, ISBN 8887111308.

«Il governo del processo strategico nelle aziende sanitarie», Achard P.O., Profili S., Castello V., prefazione di Fontana F., Franco Angeli, Milano, 2003, ISBN9788846451415.

«Il New Public Management nella Sanità», Achard P.O., Profili S., Castello V., RIREA-Rivista Italiana di Ragioneria ed Economia Aziendale, Novembre-Dicembre 2003, ISSN 1593-9154.

«Il ruolo della dialettica regione-azienda nel governo del sistema sanitario», Achard P.O., Castello V., Profili S., RIREA-Rivista Italiana di Ragioneria ed Economia Aziendale, 2004, ISSN 1593-9154.

«Il coordinatore clinico aziendale: meccanismo di governo o freno all' aziendalizzazione?», Achard P.O., Profili S., Castello V., RIREA-Rivista Italiana di Ragioneria ed Economia Aziendale, 2004, ISSN 1593-9154.

«Risk Identification in the Infrastructure Construction Industry: A Supply Chain Case Study», Achard P.O., Nucciarelli A., Rosato R. and Svensson G., International Journal of Logistics Economics and Globalization, Vol.1(Issue 3/4) 2008, ISSN 1741-5373.

«Public-private partnerships for broadband access: case study evidence from Italy and the Netherlands», Achard, P.O., Nucciarelli, A., Sadowski, B.M., Public/Private Interplay in NGCs Conference, Seville, Spain, 10-12 December 2008.

«The new frontiers of broadband. Comparing governance, technologies, and business models over the Italian and Dutch markets», Nucciarelli A., Sadowski B.M. and Achard P.O., 19th ITS European Regional Conference, Rome, Italy, September 18-20, 2008.

«New Frontiers of the European Airport Management Performances, Risks, and Trends of Development», Achard, P.O. and Nucciarelli, A., in Larauge P.B. and Castille M. E. Airports: Performance, Risks, and Problems, Nova Publishers, NY 2009, ISBN 978-1-60692-393-1.

«Emerging models of public-private interplay for European broadband access: evidence from the Netherlands and Italy» Nucciarelli A., Sadowski B.M. and Achard P.O., Telecommunications Policy 34-2010, Elsevier 2010, doi: 10.1016/j.telpol.2010.07.004.

«Reuse of fishery waste for chromium removal from waste water», Fabbricino M., Tortora G., Naviglio B., and Achard P.O., Proceedings of International Solid Waste Technology and Management, 2011, ISBN 1091-804329.

«Nuove tecnologie e dinamiche di apprendimento tra individuo, organizzazione e società (Introduzione; Apprendimento, azione e performance; Technology enhanced learning tra individuo e organizzazione», Castello V. e Pepe D., Apprendimento e nuove tecnologie: modelli e strumenti, Franco Angeli, Milano 2011, ISBN 9788856832365.

«Governance e accountability delle imprese» in Il valore della Cooperazione-Parte seconda: Gestione e responsabilità sociale dellimpresa cooperativa, AA.VV. (a cura di) Politi F., LUna, L'Aquila, Collana Diritto, Istituzioni, Mercato, 2013, ISBN 978-8896319192.

«Global Resources, Recovery, Reuse, Recycling and Conversion in Italy», Achard P.O., Fabbricino M., D'Antonio L., The Journal of Solid Waste Technology and Management 39.4, 2014, doi: 10.5276/JSWTM.2013.260.

«Enhancing impact evaluation systems to support strategic decision making and value creation processes in social enterprises», Achard P.O., Castello V., Di Berardino A., Trasformative Business Strategies and New Patterns for Value Creation, Sinergie-Sima 2018 Conference 14-15 June 2018-Ca Foscari University Venice (Italy), 2018, ISBN 97888943937-0-5.

«Familiness: Strategic Determinant for Shared Value Creation», Achard P.O., Castello V., ASM Business Review (pp. 68-79) 8 (1)., 2019, ISSN: 0974-9136.

«Strategic Management of Public–Private Partnerships: Actors, Aims, and Capabilities», in Clark, Robert M., and Hakim, Simon eds. Public Private Partnerships: Construction, Protection, and Rehabilitation of Critical Infrastructure. Springer Nature, 2019, ISBN 978-3-030-24599-3.

«Family business innovation and growth: A CSV driven perspective», Achard P.O., Castello V., General Management & Agriculture (pp. 75-86) ASM Group of Institutes, 2020, ISBN 978-93-89835-80-9.

«Value Creation Through Public–Private Partnerships in the Healthcare Sector: A Managerial Analysis of Italian Healthcare Organizations During the COVID-19 Pandemic», Achard P.O. Bellini C., in: Bilgin, M.H., Danis, H., Demir, E. (eds) Eurasian Business and Economics Perspectives. Eurasian Studies in Business and Economics, vol 24. Springer, Cham, 2022, ISBN 978-3-031-15530-7.

«Il contributo strategico degli Istituti di Ricovero e Cura a Carattere Scientifico (IRCCS) nella gestione del fenomeno della mobilità sanitaria interregionale», Achard P.O. Bellini C., Corti Supreme e Salute (pp. 1-20), 1, 2023, ISSN 2611-8882.

«Point-of-Care low-field MRI in acute Stroke (POCS): protocol for a multicentric prospective open-label study evaluating diagnostic accuracy», Foschi M., […], Achard P.O. et al., BMJ Open, 2024, ISSN 2044-6055.

«Value Creation Processes in the European Biotech Industry: The Role of Collaboration Strategies», Achard P.O., Bellini C., 9th International Scientific Conference ERAZ 2023 – Selected Papers, 2024, ISBN 978-86-80194-73-8, ISSN 2683-5568.

«Strategic Environmental Management in the European Healthcare Sector. The Case of Innovative Governance of IRCCSs», Achard P.O., Bellini C., Ioannucci L., in : Bilgin, M.H.,

Danis, H., Demir, E. (eds) Eurasian Business and Economics Perspectives. Eurasian Studies in Business and Economics, vol 32. Springer, Cham, 2024, ISBN 978-3-031-80256-0.

«The Contribution of Biotech Firms (BFs) to the SDGs: A Global-Local Comparative Strategic Study», Achard P.O., Bellini C, Ioannucci L., 10th International Scientific Conference ERAZ 2024 – Selected Papers (Best Paper Award final candidate), 2025.

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