Marzia Mortati
Scientific Curriculum Vitae

PhD in Design, Marzia Mortati is Associate Professor at Politecnico di Milano, Department of Design where she teaches Service Design, Innovation, and their critical links with digital transformation and the public sector.

Her **research interests** focus on the Design Process and Service Design, covering the relationship with public sector innovation and digital transformation, and focusing on design-driven digital transformation, socio-technical innovation, and organisational change. Her work also explores design for systemic change, focusing on the relevance of data and artificial intelligence for innovation, and combining this with design methodologies for innovation.

For the Department of Design, Marzia is the **Director's Delegate to Research** between 2023-2025, during which – among other managerial duties for the Department – she has been Responsible for the Department of Excellence project, funded by the Italian Ministry for Research. Marzia is one of the **Executive Directors of the European Academy of Design** since 2020, a network of 3000+ academics and researchers in 5 continents and 35 countries, **Associate Editor of The Design Journal**, an academic journal covering all aspects of design research, and **Academic Director of the International Master in AI for Public Services** delivered in collaboration with Universidad Politecnica de Madrid. In addition, Marzia is one of the main promoters of the research network **PoGoSig - Design for Policy and Governance Special Interest Group** part of the renowned Design Research Society. Marzia is a member of

Marzia is member of the **Board of the following PhD Programs**: PhD in Design at Politecnico di Milano (since 2017), **Associate Doctorate in Design for Public Services** (universities involved: Sapienza University of Rome, Department of Design Politecnico di Milano, University of Bologna Alma Mater, University of Venice IUAV). Between 2014 and 2022 Marzia was the coordinator for the Politecnico di Milano of MEDes - Master of European Design, a network of 7 European Design Schools aimed at training excellent professionals, a programme of which she is also an alumna. Since 2019, she coordinates for the School of Design of Politecnico di Milano the Double Degree between the Master in Product-Service Systems Design and Management Engineering.

Academic Background. She earned her BSc with honours in Product Design in 2003 and an MSc with honours in 2006, both from Politecnico di Milano, School of Design. Throughout her university education, Marzia has started developing an international profile by studying at two other European schools besides Politecnico di Milano: the Glasgow School of Art, 2003-2004, and the Stockholm School of Art - KonstFack, 2004-2005. In 2011, she received her PhD in Industrial Design and Multimedia Communication from Politecnico di Milano, exploring systemic innovation and the role

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of design for organisational change in networks of Italian SMEs. She conducted part of her doctoral research as a visiting researcher at ImaginationLancaster (2008-2009).

Research Focus. Since 2007, she has researched design driven innovation in both private and public sectors, focusing on the socio-technical and systemic aspects of innovation. From 2015, her research has developed into two main directions: the changes that the growing importance of data and the adoption of Artificial Intelligence bring to innovation processes (the design process and service innovation); the processes, methods and tools that design can adopt and adapt for innovating in public administrations and public policy. These research interests have been nurtured by an intense participation in funded research projects, mainly at European level, such as CODESIGN4TRANSITIONS (a Marie Curie Doctoral Network coordinated by Marzia), the DG CNECT GovTech Connect, the CEF AI4GOV, the H2020 DESIGN FOR EUROPE, and the DG GROW DEEP (for all of which Marzia has been the Principal Investigator for the Department of Design), the H2020 NZC and the ESF SEED (for which Marzia has been a senior researcher working on public sector innovation, policy innovation, sustainability and social innovation). Her research has also extended nationally and regionally with research projects with/for Regione Lombardia and Fondazione Cariplo, while in 2019 she won funding from the Department of Design for the development of basic research on data-intensive design innovation (project DesAI).

Publications and participation to the academic community. She actively participates in the international and academic debate with significant publications, including more than 20 journal articles, and over 70 among conference papers, chapters in books and scientific essays. In the last years, and among other publications, Marzia is one of the authors of "Design Thinking as a Strategic Approach to E-Participation" (Springer, 2024), the first author of "Data in Design: How big data and Thick Data inform design thinking projects" (Technovation, 2023), and the author of "New Design Knowledge and the Fifth Order of Design" (Design Issues, 2022). She is also **Associate Editor for the Design Journal**, co-editor of 3 special issues in academic journals and chair for various conferences, in addition to reviewing for esteemed journals and conferences. She contributes to academic international conferences both as a speaker and an organiser or moderator and is an active reviewer. Marzia has authored books and articles in international scientific journals (Design Issues, Technovation, Design Management Review, Policy Science, She Ji, The Design Journal, Policy Design and Practice, Policy Science) and conferences since 2008.

Teaching experience. From 2007 she has lectured at the School of Design of Politecnico di Milano mainly in Service Design, Strategic Design, and Design Innovation in the BSc in Product Design, and in the MSc in Product-Service Systems Design, in Digital and Interaction Design, in Management Engineering. **She is Responsible for Doctoral Teaching**: Scientific Production (2022-2024), Research Methods, Tools and Dissemination Strategies (2025-ongoing). She has also carried out teaching in several international universities, including the Glasgow School of Art, University of Aveiro, SKEMA Business School, IESDE.

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Scientific habilitation. In 2023 she was awarded the National Scientific Habilitation to the position of Full Professor for the sector 08/C1 – Design e progettazione tecnologica dell'architettura (Design and technological planning of architecture), with a duration of 11 years, from 17/12/2023 to 17/12/2034.

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SUMMARY

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EDUCATION AND TRAINING

Date of award: **17/02/2011**
Title obtained: **Philosophical Doctorate – PhD**
Doctorate title: Industrial Design and Multimedia Communication
Evaluation: Merit
Supervisor: prof. Giuliano Simonelli
Awarded by: Department of Design, Politecnico di Milano

Title of dissertation: **Designing SMEs' Collaborative Networks. Guidelines and competencies of Strategic Design.**

Key-words: Strategic Design, Service Design, Design and SMEs, Open Innovation, Social Capital.

Abstract: The complexity and the turbulence of the actual socio-economical context have widened the approach to designing a strategy, making such interventions complex. They require not only the design of a final offer and a business identity, but also the design of the ideation and realization process of such offer. This evolution affects all of the figures traditionally working with companies. For designers, it moves the object of their practice from material goods to immaterial systems based on relationship building and knowledge exchange, where the product is just one physical possibility. This dissertation starts from the described research brunch and considers a firm deeply embedded in a potentially infinite number of socio-economical relationships. The main objective is to build a tool to design SMEs' external relationships. This doctoral research contributes to developing a strategic design culture and underlines connection points between design and social capital. The main result is a sensemaking tool to co-design (designer and company) SMEs' collaborative network.

September 2009 – February 2010

Visiting Researcher at ImaginationLancaster, Research Center at the University of Lancaster. Collaboration on the research project "Ideas at Daresbury" supporting the training of 40 local companies in design innovation.

Date of award: **21/12/2006**
Title obtained: **Master of Science Degree in Industrial Design**
Evaluation: 110 on 110 *cum Laude*
Supervisor: prof. Giuliano Simonelli
Awarded by: School of Design, Politecnico di Milano

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Title of thesis: **Scenarios and Trends for Russia. A frontier for design Made in Italy**.

Key-words: Made in Italy, Russia, Strategic Design, Trend Research.

Abstract: In the current scenario of globalised markets and reciprocal influence of cultures, new challenges and frontiers open up for design. This is even more relevant if referred to design and Made in Italy, as well as to the industry that represents it. This needs to grow on the international scene as intellectual property of a culture, rather than competing with emerging markets in terms of costs, therefore highlighting what it represents historically. In this perspective, Russia represents a great frontier of investment and creation of new opportunities for development, as emerging market with an increasing request for Made in Italy. The thesis represents a deep analysis of trends, life styles, markets, therefore scenarios of the contemporary Russian society developed on field, aimed at defining a tool for Italian designers facing the challenge of working for that market.

Date of award: **21/12/2006**
Title obtained: **MEDes – Master of European Design**
Evaluation: 110 on 110 *cum Laude*
Supervisor: prof. Giuliano Simonelli
Awarded by: School of Design, Politecnico di Milano

Awarded studying at:
Politecnico di Milano, School of Design, Milan
Konstfack, Colledge of Arts, Crafts and Design, Stockholm, Sweden
The Glasgow School of Art, Glasgow, UK

Title of thesis: **Scenarios and Trends for Russia. A frontier for design Made in Italy**.

Key-words: Made in Italy, Russia, Strategic Design, Trend Research.

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INSTITUTIONAL ROLES

2022 – ongoing
Associate Professor
Department of Design, Politecnico di Milano

January 2023 – December 2025
Director's Delegate to Research
Department of Design, Politecnico di Milano

As Director's Delegate to Research, I support the Department in steering the strategies for research, including scientific publishing, talent development, and PhD careers.
I am also the Lead Responsible for **the development of the project "Departments of Excellence 2023-27."** The funding was achieved as a result of participation in the MUR call provided for by Law 232/2016, in which the Department was the winner.
Project coordinator, Prof. Alessandro Deserti as Director of the Department of Design Politecnico di Milano.

January 2020 – December 2022
Member of the team, Director's Delegate to Research

Led by Professor Rizzo, the team has aimed to: (i) enhance the Department's ability to apply as a coordinator in competitive funding opportunities; (ii) disseminate and improve, within the department, the skills necessary to construct competitive project proposals.

2017 – 2022
Assistant Professor
Department of Design, Politecnico di Milano

January 2020 - ongoing
Faculty Board, PhD in Design, Politecnico di Milano

Member of the faculty board for the PhD in Design at Politecnico di Milano. In this role (and since 2017), I regularly participate in the boards to evaluate and guide the research conducted by candidates across the three years. I have also been a member in several Final Examination Committees with international professors at Politecnico.

January 2022 - ongoing
Faculty Board, PhD in Design for Public Services

Associate Doctorate delivered in partnership between Sapienza University of Rome, Department of Design Politecnico di Milano, University of Bologna Alma Mater, University of Venice IUAV.

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2011 – 2017
Research Fellow
Department of Design, Politecnico di Milano

2016 – 2017
Founder and Member, Design Policy Lab, Department of Design, Politecnico di Milano

Role: **Member** of the research group, in cooperation with the research projects: DeEP | Design in European Policy, Design for Europe and Includi.Mi.

Description: The Design Policy Lab is a research lab at the Design Department of the Politecnico di Milano. It works on design+policy focusing on researching, implementing, and evaluating policy through design and design through policy.

2016-2017
Organization and management of the Advisory Board for the Master Degree in Product-Service Systems Design, and member of the team responsible for the evaluation of the teaching quality for the Master Degree in Product-Service Systems Design.

2014-2016
Representative of Research Fellows
Coordination of the research fellows at the Department of Design of Politecnico di Milano, and coordination with the Research Fellow representatives of the other departments at Polimi.

2015-2016
Editing committee for the development of the website of the Department of Design, Politecnico di Milano

Development of contents for the departmental website – coordination of information concerning the research fellows.

2012
INDACO fa Ricerca
Member of the working group to map research themes and key-words of the department, in connection with the definition of the most relevant international research topics.

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AFFILIATIONS

2025 – Ongoing
Member of the Advisory Board, Project MADres, a strategic initiative that advances design as a key enabler of Europe's transformation for sustainable growth and economic value, BEDA, funded by the European Commission.

2025 – Ongoing
Member and Principal Investigator for Polimi, SPAARK AI Alliance, Alliance of Schools of Public Administration led by UNESCO.

2023 – Ongoing
Member of the Expert Working Group on "AI4Health", World Health Organisation.

2023 – Ongoing
Member of the Expert Working Group on "AI4Gov – AI for Public Services", UNESCO.

2023 – Ongoing
Associate Editor, Academic journal "The Design Journal", Member of the colledge of reviewers since 2020. The journal that publishes academic articles on every area of design research.

2020 – Ongoing
Founding member, PoGoSig, Special Interest Group on Design for Policy and Governance at the Design Research Society.

2020 – Ongoing
Executive Director EAD, European Academy of Design

Member of the Executive Team for business development, community engagement, environment and sustainability for EAD, a European research network of 3000+ people residing across five continents and 35 countries that promotes the development and dissemination of design research worldwide. The EAD Executive Team is also responsible for publishing The Design Journal.

2017 – Ongoing
Affiliation to **SID – Italian Design Society** as ordinary member.

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RESEARCH ACTIVITIES

Since 2007, Marzia has conducted extensive research on design-driven innovation in both the private and public sectors, with a particular focus on the socio-technical and systemic aspects of innovation. Over her academic career, she has consistently taken on roles of increasing responsibility, progressing from research team member to project manager of European projects, and eventually becoming the principal investigator and coordinator of international research initiatives.

From 2015 onward, her research has evolved along two main directions: the impact of data and Artificial Intelligence on innovation processes, particularly looking at the design process and service innovation, the processes, methods, and tools that design can adopt and adapt for innovating in public administration and public policy. These research directions have been supported by Marzia's active involvement in numerous funded research projects, predominantly at the European level. She has served as the principal investigator for the Department of Design on projects such as CODESIGN4TRANSITIONS (a Marie Curie Doctoral Network she coordinates), GovTech Connect (DG CNECT), AI4GOV (CEF), DESIGN FOR EUROPE (H2020), and DEEP (DG GROW). Additionally, she has contributed as a senior researcher to projects like NZC (H2020) and SEED (ESF), focusing on public sector innovation, policy innovation, sustainability, and social innovation. Nationally and regionally, Marzia has collaborated on research projects with Regione Lombardia and Fondazione Cariplo. In 2019, she secured departmental funding for the development of basic research on data-intensive design innovation through the DesAI project. Her work consistently reflects her interest in exploring the role of design in addressing complex societal challenges, particularly in leveraging data and AI for systemic transformation and sustainability. These topics align with her broader academic focus on public sector innovation, the intersection of design and policy, and the development of inclusive, data-informed innovation processes.

Relevant Scientific Responsibilities linked to Research

Coordinator of the Project: CoDesign4Transitions
Funded by: European Commission
Duration: 48 months – 2024-2027
Objective: CoD4T (GA 101120074) is a Marie Curie network of over 3 mil euros aimed at training excellent researchers in design, capable of tackling the issues linked to climate transition.

Principal investigator of the Project: DesAI - The role of "big data" in divergent thinking and their impact on the creative process.
Funded by: Department of Design, Politecnico di Milano.
Duration: 12 months – 2020-2021
Objective: to investigate the change in the role and types of data typically used in the

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design process, especially focusing on the connection between thick data (typical for design) and big data (typical of new technologies like Artificial Intelligence).

Responsible of Research Fellowship
Title: DigiMooD for CCI - Development of Digital Modules of Didactic for Cultural and Creative Industry (in connection with the European co-funded research "DigiMooD for CCIs")
Department of Design, Politecnico di MILANO
Duration: 16/7/18 – 15/10/19

Principal Investigator of Activity 3: Development of Master program contents, as part of the European project AI4Gov - AI for public services (GA INEA/CEF/ICT/A2020/2265375). The project is funded by the European Commission as part of the Connecting Europe Facility Programme 2014-2020.
European coordinator, prof. Claudio Feijoo (Universidad Politecnica de Madrid).
Coordinator for the Department of Design of Politecnico di Milano, prof. Francesca Rizzo.

Principal Investigator of the Task "Direct Research with Citizens", in the European project "GovTech Connect pilot project - Fostering digitisation of public sector and green transition in Europe through the use of an innovative European GovTech platform", funded by DGCNECT (Service Contract No LC – 01909760).
European coordinator, dott.ssa Giovanna Galasso.
Coordinator for the Department of Design of Politecnico di Milano, prof. Francesca Rizzo.

Research projects
International research projects

Project: **CoD4T | Sustainable Transitions through Democratic Design**
Funded by the European Commission (REA).
Duration: 48 months – 2024-2027.

Project Lead: Department of Design, Politecnico di Milano – partnership of 6 beneficiary universities and 14 associate partners.

Objective: CoDesign4Transitions establishes a European-based, international doctoral network to develop a cohort of 13 transdisciplinary Doctoral Candidates (DCs), 10 funded by MCSA and 3 funded by 2 national governments. Working at the intersection of co-design, design for sustainability, service and systems design, democratic innovation and climate transitions, DCs will be equipped and empowered to develop new theories, approaches, and validated prototypes for action benefitting from extensive and varied engagement and training across a network of 8 universities from 7 countries and 12 non-academic partners.
Role: **Coordinator of the project**.

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Project: **AI4GOV-X | AI4GovAccelerate**
Co-funded by the European Commission (Digital Europe).
Duration: 48 months – 2025-2029.
Project Lead: POLI.design srl – partnership of 42 partners.

Objective: AI4GovAccelerate addresses the key objectives of the Digital Europe
Programme through: Designing, co-creating and delivering an online master program
with a focus on Artificial Intelligence-AI, Data Spaces-DS and Digital Governance
Transformation-DGT; Building and establishing a distributed knowledge facility and
innovation generation platform; Strengthening and consolidating a global Network of
Excellence on AI, DS & DGT, centred on a permanent hub (AI4Engine).
Role: **Executive Board Member** and senior researcher.

Project: **AI4GOV | Master in Artificial Intelligence for public services**
Co-funded by the European Commission (CEF Telecom).
Duration: 36 months – 2021-2023.
Project Lead: Universidad Politecnica di Madrid – partnership of 4 European
universities.

Objective: This world-class master's program prepares the future digital
transformation leaders on adopting AI in Government and the public sector. It aims at
teaching how to plan, design and use Artificial Intelligence in the delivery of public
services, so as to improve the provision, effectiveness and value of these services as
well as public sector's capacity by means of an adequate management, knowledge and
development of AI-related projects and services. The project also builds and activates
an European ecosystem to push for the adoption of AI in Government.
Role: **Vice Director** of the international master and **Principal Investigator** for
Activity 3 (Development of Master program contents).

Project: **GOVTECH | Fostering digitisation of public sector and green
transition in Europe through the use of an innovative European GovTech
platform – Pilot Project**
Co-funded by the European Commission (DG CNECT).
Duration: 24 months – 2023-2025.
Project Lead: Intellera Consulting – partnership of 4 European universities.

Objective: The project aims at fostering the digitisation of PublicSector and
greentransition in Europe through the use of an innovative GovTech platform. The
platform will support public administrations in the adoption of cost-effective and
flexible digital solutions through the introduction of the GovTech ecosystem to the
European public sector.

The GovTechConnect project is a multi-year, cross-border programme that entails a
variety of initiatives convening and mobilising the GovTech innovation ecosystem -
bringing together SMEs, public and private GovTech gamechangers, investors, civil
society, academia and NGOs to create solutions with lasting impact. It marks a major
milestone in the advancement of the GovTech agenda to empower and accelerate

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public sector innovation across Europe.
Role: **Principal Investigator** for Task 3 (Direct research with citizens).

Project: **NetZeroCities | Accelerating cities' transition to net zero emissions by 2030**
Co-funded by the European Commission (Green Deal program).
Duration: 48 months – 2021-2024.
Project Lead: Climate-KIC – partnership of 33 organizations in Europe.

Objective: NZC aims to support the achievement of the ambitious European climate neutrality targets of 100 cities. The project develops and implements the platform, tools and methodology to make this vision possible in 4 years. The Department of Design is responsible for the design and implementation of strategies and services that lead cities towards climate neutrality, the development of an evaluation framework for social innovation initiatives aimed at virtuous urban behaviour, and support for the development of specific Action Plans in each of the 30 cities that will develop pilot activities in the project.
Role: **Researcher** and **Principal Investigator** for the area of Policy Innovation in the local project team.

Project: **SEED | Social Innovation Competence Center**
Co-funded by the European Commission (European Social Fund).
Duration: 24 months – 2021-2023.

Project Lead: Turin Municipality – partnership of 38 European organisations.

Objective: The specific challenge of SEED is to stimulate and support the establishment of 4 Social Innovation Competence Centers in Italy, Greece, Romania and Slovenia, where researchers, practitioners, policy-makers and civil servants will work together to create public and open infrastructures capable to assist national ESF managerial authorities to better imply the ESF+ funds for the mainstream of SI as Public Sector Innovation approach to societal challenges.
Role: **Researcher**, focus on implementing co-creation activities with Italian cities to train them on Design for Social Innovation.

Project: **DigiMooD | Digital Module of Didactics for Cultural and Creativity Industries**
Co-funded by the European Commission (DG Connect) as pilot project for the programme "Creative Europe - modules for Master Degrees in Art and Science".
Duration: 28 months – 2018-2020.
Project Lead: Politecnico di Milano (Department of Design) – partnership of 6 European organisations.

Objective: The project aims at developing and testing the offer of a set of innovative and interdisciplinary educational modules in "**Digital Entrepreneurship for the Creative Industries**", with a specific application to the Fashion Industry but with an eye to the Cultural and Creative Industries at large, focusing on companies' branding, narrative strategies and digital service models. The project will adopt an innovative

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teaching approach, taking advantage of online tools, like for example MOOCs and Open Knowledge Platforms.
Role: **Senior researcher**, focus on developing a dedicated training to strengthen the innovation capacities in European CCIs.

Project: **Innocult**
Co-funded by the European Commission as part of H2020.
Duration: 12 months -2018-2019.
Project Lead: KTU - Kaunas University of Technology, Lithuania.

Objective: The project is aimed at creating a Centre of Excellence for the Cultural and Creative Industries in Lithuania. The main goal of the Centre of Excellence is to provoke innovative changes in participatory culture and provide a guidance of smart and sustainable changes for cultural and creative organizations and audiences within the creative sector and operate in competitive environments to lead excellence based on cultural and creative processes.
Role: **Senior researcher** in the task force working on **Governance** to support Lithuanians partners in defining the right objectives, categories of users, offer system, and the best way to generate a valuable and sustainable project.

Project: **Design for Europe**
Funded by: DG Enterprise and Industry, European Commission, as a result of the First Action Plan of the European Design Innovation Initiative.
Duration: 36 months – 2014-2017
Project Lead: Design Council, UK (partnership of 14 partner in Europe)

Objective: Promoting design as a strategic lever for European growth, with special attention to enterprises, public sector, and policy.

The DfE project, a tailored web platform and an associated programme of knowledge, aims to boost the uptake of design innovation by policymakers across the EU, by unlocking their potential value, and by helping business intermediaries, SMEs and public administrators to understand how to implement such actions. DfE equips lagging behind regions in applying design-driven innovation to enable Europe as a whole to move forward and to improve competitiveness.
Role: **Principal Investigator** of the POLIMI group, leader WP3 – 'Design in Innovation Policies' – research fellowship connected to the project from 2014 until 2017.

Project: **Design Policy Beacon**
Developed as part of the project Design for Europe, from 2015 to 2017.

Description: The Design Policy Beacon is an initiative designed and developed by the Design Policy Lab of Politecnico di Milano as part of the project Design for Europe, with the aim of defining a framework to map the landscape of design policy in Europe, based on real data and shared through techniques of data visualisation.
Role: **Principal Investigator**, focus on implementing ways to develop design policies in Europe.

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Project: **Design Driven Lithuania**

Developed as part of the project Design for Europe, from 2015 to 2017.

Description: The initiative Design-Driven Lithuania has been designed and developed as part of the project Design for Europe from a smaller group within the partnership, including Nesta, Danish Design Center, and Politecnico di Milano. The main aim has been to deliver a dedicated consultancy to Lithuania, and converge the different approaches of the institutions involved, thus creating a peculiar Design for Europe approach. In details, the actions developed in Lithuania have supported the inclusion of design in the future strategies of growth of the nation, identifying and connecting the local stakeholders in this field.
Role: **Principal Investigator**, focus on implementing ways to develop design policies in Lithuania.

Project: **Designing the Future Economy**

Funded by: Arts and Humanities Research Council, UK
Duration: 12 months – 2014
Project Lead: Glasgow School of Art, UK (partnership with Imperial College London and Queen Mary University London)

Objective: To explore the updated ways in which design currently generates innovation and build a replicable methodology to include design in business innovation processes.
Role: **Expert of Design Innovation** and networks for innovation.

Project: **DeEP – Design in European Policy**
Funded by: DG Enterprise and Industry, as part of the First European Action Plan for design (EDII – European Design Innovation Initiative)
Duration: 24 months – 2012-2014
Project Lead: Politecnico di Milano (Department of Design and Department of Management Engeenering) – partnership of 7 European organisations

Objective: To define a framework and the connected tools to evaluate design policy and promote a culture of evaluation for the public administration at European level. DeEP has aimed at creating an understanding of the impact of design innovation policies by building frameworks and indicators to evaluate these actions both at a macro (regional, national, European) and micro (specific initiative) level.
Role: **Principal Investigator**.

Project: **Programa Senai para a inovação empresarial**
Funded by: SENAI Serviço Nacional de Aprendizagem Industrial
Duration: 30 months – 2013-2015
Project Lead: POLI.design, Consortium of Politecnico di Milano

Objective: The main aim is to foster the capacity of SENAI to promote innovation guided by design in the Brazilian society, and especially in those companies with a perspective on internationalisation. Brazilian companies are supported through

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training of human resources, offer of services with high added value for innovation, integration of professional networks and consultants skilled in new forms of knowledge. The project proposes a path of development for different Brazialian regions, integrating the technological dimension of innovation and the strategic and organisational capacities of design. The experts of POLI.design have conducted the project in close cooperation with SENAI staff, working in 8 regions, and involving 24 companies.
Role: **Researcher**, responsible for the development of the training course on design innovation for the Brazilian consultants, and **project lead** for the State of Goiàs.

Project: **IDEAS at Daresbury**
Funded by: ERDF – European Regional Development Funds
Duration: 16 months – 2009-2010

Project Lead: Lancaster University, Department of Management, UK (in collaboration with ImaginationLancaster, Daresbury Science and Innovation Campus)

Objective: The project is a programme of in-depth knowledge exchange, to drive innovation into 40 new technology businesses located at Daresbury Science and Innovation Campus (DSIC) and within its surrounding network. The project team, collocated at DSIC, aimed to connect the businesses involved into the wider knowledge networks of the partner institutions via a series of short, highly interactive workshop programmes, master classes, academic mentoring and student projects. The project also aimed to develop new knowledge exchange mechanisms, taking best practice from its delivery and expanding that learning into the wider region.
Role: **Reasearcher**, responsible for designing the training courses, and in particular the workshop series "Beyond Networking" (5 interactive sessions entitled: Connect, Create, Refine, Sell, Review).

National research projects

Project: **DesAI - The role of "big data" in divergent thinking and their impact on the creative process**
Funded by: Department of Design, Politecnico di Milano
Duration: 12 months – 2020-2021
Project Lead: Department of Design, Politecnico di Milano

Objective: to investigate the change in the role and types of data typically used in the design process, especially focusing on the connection between thick data (typical for design) and big data (typical of new technologies like Artificial Intelligence).
Role: **Coordinator**.

Project: **Includi.MI - Governo Locale e Imprenditoria Sociale per una Milano inclusiva**
Funded by: Fondazione Cariplo

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Duration: 12 months – 2017-2018
Project Lead: Department of Design, Politecnico di Milano

Objective: development of a capacity building course (School of Design and Social Impact) for the Milan municipality (policy makers in connection with social entrepreneurs) on the new tools for the development of future social innovation policies, in particular design for policy and social impact measurement.
Role: **Principal Investigator**, focus on analysing the policies for social innovation of the Milan Municipality and delivering a training to civil servants on Design for Policy.

Project: **Design 2020**
Funded by: Regione Lombardia, DG Economic Development
Duration: 12 months – 2014-2015
Project Lead: Department of Design, Politecnico di Milano

Objective: To develop a roadmap aimed at supporting the development of the future regional design policies.
Role: **Researcher**, focus on mapping and analysing design policies in the region.

Project: **Intelligent Tourism – Application of a service design model to the tourist sector of the Province of Pistoia**
Funded by: Regione Toscana
Duration: 12 months – 2013-2014
Project Lead: POLI.design Consortium, Politecnico di Milano

Objective: To re-design the tourist experience and offer of the Province of Pistoia through the lens of service design.
Role: **Researcher**, with a specific role on the **development of an audit** for the companies of the province.

Project: **Make Factory. New connection models among design, digital fabrication and production networks**
Funded by: FARB – Funds for Basic Research, Department of Design, Politecnico di Milano
Duration: 12 months – 2013-2014
Project Lead: Department of Design, Politecnico di Milano

Objective: To map and understand the new models for connecting design, new technologies for advanced fabrication, and new entrepreneurial models.
Role: **Researcher**, with a specific role on the topics connected to **Design Innovation**.

Project: **BAI – The factory of the Italian bathroom. Design methods for aggregating the companies of the manufacturing chain in the Province of Brescia**
Funded by: Regione Lombardia, Convention for Craft 2006-2010
Duration: 12 months – 2009
Project Lead: INDACO Department, Politecnico di Milano (partnership with craft companies of the Province of Brescia).

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Objective: To promote the establishment of a productive network of craft companies in the Brescia District to export the concept of Italian Bathroom to foreign target markets.
Role: **Researcher**.

Project: **Design.INT – Design and services for internationalization of craft companies. A pilot project for the bathroom sector**
Funded by: Regione Lombardia, Convention for Craft 2006-2010
Duration: 12 months – 2008
Project Lead: INDACO Department, Politecnico di Milano (partnership with craft companies of the Province of Brescia)

Objective: To promote the experimentation of strategies for creating a collaborative network of craft companies.
Role: **Researcher**.

Project: **Brand Italia Cercasi. Why there are few Italian brands in China.**
Funded by: Beijing Bamboo Advertising Co., Ltd.
Duration: 2 months – march-april 2007
Project Lead: POLI.design, Consortium of the Politecnico di Milano

Objective: To map and describe the entrepreneurial context in China for the Italian manufacturing companies.
Role: **Researcher**, and co-author of the final book emerged from the research (with prof. Francesco Zurlo).

Evaluator and reviewer for research projects

Marzia has built significant experience as an evaluator and reviewer for research projects, contributing to her development as a senior researcher and earning international recognition as an expert in her areas of study. Her roles span both national and international levels, where she has assessed research quality, innovation potential, and strategic relevance across diverse programs. Notably, in 2024 and 2025, Marzia acted as an **expert reviewer for the European Commission**, evaluating the Horizon Europe project TANGO (101120763), a 7 mil euros program on the development of synergistic artificial intelligence. Additionally, in 2024, she was appointed as a member of the Jury of the **ASTIC Award**, the National Spanish Award for the best innovations in Public Administration.

Her expertise was also sought in 2023 by **UKRI (UK Research and Innovation)**, where she served as an expert reviewer for the prestigious Future Leaders Fellowships Scheme. This role underscored her ability to evaluate groundbreaking research proposals and contribute to the strategic development of future research leaders.

At the national level, in 2025 and 2021 she acted as expert reviewer for the National Evaluation of Research Quality ran by ANVUR. In 2020, she acted as a national reviewer for the **Italian Ministry of University and Research (MUR)**, assessing

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projects submitted under the FISR program. Earlier in her career, in 2017, she served as an expert reviewer for the **Free University of Bozen-Bolzano (UNIBZ) Research Committee**, where she evaluated proposals submitted to their internal funding scheme.

Her long-standing relationship with the European Commission began in 2013, when she was an expert reviewer for the **Creative Europe Program**, contributing to the evaluation of innovative projects in the cultural and creative industries.

These experiences have been instrumental in shaping Marzia's research profile, offering her a comprehensive understanding of funding frameworks and evaluation processes at multiple levels. They also reflect her expertise in assessing the systemic and socio-technical aspects of innovation, particularly in public administration, design, and policy innovation. Through these roles, Marzia has solidified her reputation as a trusted expert in her research fields and a valuable contributor to the advancement of research excellence globally.

Here follows a list of roles covered as evaluator:

- 2024 and 2025, expert reviewer for the European Commission, for the Horizon Europe project TANGO (GA: 101120763).

- 2024, member of the Jury of the ASTIC Award, National Spanish Award for the best innovations in Public Administration.

- 2023, expert reviewer for the UKRI (UK Research and Innovation) Future Leaders Fellowships Scheme.

- 2020, national reviewer for the MUR to evaluate the projects submitted under the program FISR.

- 2017, expert reviewer for the 'internal **funding scheme of the Free University of Bozen-Bolzano** (UNIBZ) Research Committee'.

- 2013, expert reviewer for the European Program Creative Europe.

Organisation of scientific conferences
2025
PDC, Participatory Design Conference – "Peace, Dialogue, Coexistence".
Member of the Program Board of the conference and conversation chair.

2025
ANTICIPATION – "Paradox, Uncertainty, Hope".
Member of the Program Board of the conference and organizer of the PhD Colloquium.

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2023
IASDR – "Life Changing Design".
Member of the Program Board of the conference and track chair.

2021
EAD Academic Conference – "Safe Harbours for design research".
Member of the Program Board of the conference and track chair.

2018
ServDes– Service Design Proof of Concept – Milan, Italy.
Member of the Program Board of the conference and track chair.

2011
Organising Committee for the conference DPPI, Indaco Department,
Politecnico di Milano. Coordination of the Local Organising Committee
(management of tracks, reviewers, coordinated image, logistics).

Roles in Editorial Boards of academic journals

2023 – Ongoing
Associate Editor, academic journal "The Design Journal," Member of the
colledge of reviewers since 2020. The journal that publishes academic articles on every
area of design research.

2025
Member of the Editorial Board of the Special Issue "Transitioning towards
New Design Practices: Embracing Systemic Worldviews," published by the
academic journal Temes de Disseny.

2024
Editorial Coordinator of the series of Edited Volumes curated by the
Department of Design of Politecnico di Milano.
As Research Delegate, Marzia I defined the editorial project and coordinated its
implementation, in line with the commitment of the Department to publishing choral
volumes recounting the transversal and synergetic research it produces, adhering to the
objectives of the Departement of Excellence - Design for Systemic Change project.

2022
Member of the Editorial Board of the Special Issue "Design-led policy and
governance in practice: a global perspective," published by the journal Policy
Design and Practice.

Chair in scientific conferences and reviewer

2024
DRS Academic Conference – Boston, USA.

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Track chair: "Past, present, and future: Understanding the expanse of design for policy and governance" and reviewer for the conference.

2023
Digital Government Research Conference – Gdańsk, Poland.
Track chair: "Digital Government Student Track" and reviewer for the conference.

2022
IASDR Academic Conference – Milan, Italy.
Track chair: "Changing Organisations and Policies" and reviewer for the conference.

2022
DRS Academic Conference – Bilbao, Spain.
Track chair: "Design for policy and governance" and reviewer for the conference.

2021
EAD Academic Conference – "Safe Harbours for design research".
Track chair: Safe Harboours for experimenting with Humans and Numbers.

2020
DMI Academic Conference – "Impact the future by design" – Toronto, Canada.
Reviewer for the conference.

ServDes 2020 – Service Design: Tensions / Paradoxes / Plurality – Melbourne, Australia.
Reviewer for the conference.

ServDes 2018 – Service Design Proof of Concept – Milan, Italy.
Track chair: "Governing and Evidencing" and **Workshop chair**.

2018
DMI Academic Conference – "Next Wave" – London, UK.
Reviewer for the conference.

16-17 november 2017
Invited discussant for the conference FRID 2017 - "Sul metodo/Sui metodi. Esplorazioni per le identità del design", Venice, Italy.

14-15 november 2017
Invited discussant for the conference "Digital Italy Summit", Rome, Italy.
Invited to discuss the topic: "Social innovation for a new welfare: how to distribute the value of data?" Coordinator: prof. Mario Calderini.

2016
DMI Academic Conference – "Inflection Point. Design Research Meets Design Practice" – Boston, USA.
Reviewer for the conference.

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2015
ServDes 2016 "Geographies" – Copenaghen, Denmark.
Reviewer for the conference.

2014
EAD – European Academy of Design, Conference 2015 "Value of Design Research" – Paris, France.
Reviewer for the track: "Design in government - the value of design to policy-making and policy implementation".

2014
ServDes.2014 "Service Futures" – Lancaster, UK.
Reviewer for the conference.

2013
EAD – European Academy of Design, Conference 2013 "Crafting the Future" – Gothenberg, Sweden.
Track chair: "Making Together - Open, Connected, Collaborative".

Invited speeches, and academic lectures

June 2025
Invited speaker, UNESCO Conference on Capacity Building on AI and Digital Transformation in the Public Sector.
Organising institution: UNESCO.
Panel title: Citizen-centric digital transformation.

November 2024
Invited moderator, European GovTech Assembly.
Organising institution: European Commission, DGIT.
Panel title: From Vision to Action: Overcoming Implementation Challenges of GenAI in Public Services.

November 2023
Invited speaker, European Employment and Social Rights Forum.
Organising institution: European Commission, DG Employment.
Speech title: Applying design to depict the future of algorithms.

October 2023
Invited speaker, SEMIC conference – Interoperable Europe in the age of AI.
Organising institution: European Commission and JRC.
Speech title: Human-centricity in the adoption of AI in public services.

September 2023
Invited speaker, AHRC Design and Policy Network.

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Organising institution: Manchester Metropolitan University
Speech title: Understanding the research landscape of design and policy.

February 2023
Invited speaker, Phd in Service Design for Public Sector.
Organising institution: Sapienza, University of Rome.
Speech title: Design Research in multidisciplinary contexts..

23 May 2016; 29 May 2017
Lecture for the course "How to get funded in design research" – PhD in Design, Department of Design, Politecnico di Milano.
Title of the lecture: "How to get funded in Design?"

21 May 2015
Webinar – "Design for Europe platform. How to boost design-driven innovation".
Speaker invited as expert of Design Policy.
Title of the speech: Design Policy in Europe. Mainstreaming design in European innovation policy.

24-26 September 2014
Errin Design Days – "The Economic Value of Design and how to Support Young Designers and Enterprises"
Speaker invited as the Project Manager of the project DeEP – Design in European policy.

13 May 2014
RADI! Creativity Week
Speaker invited at the center for Creative Industries of Riga Technical University.
The speech has explored the potentialities of design to contribute to the development of the national society and economy in Latvia, through own tools and methods.

June 2011
Design PhD Conference, Lancaster University, UK.
Invited speaker.
Title of the speech: Designing SME's Collaborative Network. A PhD Experience.

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Third mission and citizen engagement

May 2025
Organisation of the AI4GOV Open Event in Brussels, 30-31 May 2025.
The event brings together a Eu-wide community of practitioners and public officials interested in the ethical and human-centric adoption of artificial intelligence in public services. This event, titles "Reimagining Public Services with AI: Innovation, Experimentation, and Trust" has aimed at inspiring key professional figures capable of contributing to shaping the future of AI-powered public services in Europe sharing knowledge and experiences with leading experts in the field of EU AI policy and regulation. This has been linked with the organisation of a series of webinars on "AI and Democracy" and "AI for Good" all aimed at bringing together a community of practice and inspiring the next generation of public leaders in AI for public services.

March – May 2024
Organisation of the third AI4GOV Open Event in Milan, 10-11 May 2024.
The event explores the topic of AI for public sector innovation, investigating in particular the barriers and challenges to accelerating AI Adoption in Government. The event is organised within the framework of the Master on Artificial Intelligence for public services (AI4GOV), which is the first master of this kind funded by the European Commission under the Connecting Europe Facility (CEF) and implemented by the Universidad Politécnica de Madrid and the Politecnico di Milano, in collaboration with the Friedrich-Alexander-Universität and the Tallinn University of Technology.

September 2023 – April 2024
Organisation of a series of Design Thinking Training Workshop
The series introduces the fundamentals of Human-Centred Design through a masterclass and presents the GovTech Reusable Portfolio. These workshops provide valuable knowledge on creating impactful GovTech solutions and securing support from influential stakeholders. Each series features hands-on sessions in breakout rooms where facilitators support participants in utilising tools for researching, ideating, prototyping, and testing with end-users. The series successfully engaged more than 100 participants.

June 2023 - September 2023
Organisation of a series of validation workshops for developing a Design thinking reusable portfolio for GovTech. Organisation and conduction of a series of 3 validation workshops for developing an open-access Reusable Portfolio for Design Thinking in GovTech, aimed to facilitate the adoption of design thinking and citizen engagement within GovTech ecosystems. The series engaged 50 GovTech domain experts in the evaluation of a selection of tools that resulted in the curated selection of 20 tools compiled into the Reusable Portfolio.

March – June 2023
Organisation of the second AI4GOV Open Event in Milan, 23 to 24 June 2023.
The event explores the topic of AI for public sector innovation, with a focus on

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shaping the AI4Gov leadership in europe: competences & networks. The event is organised within the framework of the Master on Artificial Intelligence for public services (AI4GOV), which is the first master of this kind funded by the European Commission under the Connecting Europe Facility (CEF) and implemented by the Universidad Politécnica de Madrid and the Politecnico di Milano, in collaboration with the Friedrich-Alexander-Universität and the Tallinn University of Technology.

January – April 2022
Organisation of the AI4GOV Start-up Contest in Milan, 30 April 2022
In collaboration with PoliHub, the AI4GOV Start-up Contest was organised to foster innovation in the use of AI within the public sector. The contest selected 12 among startups and research projects that presented innovative AI applications for improving public services and bodies. The focus areas included Environment (Energy, Waste, Water, Circular Economy), Smart Cities (Transportation, Urban Planning, Housing, Telecommunications), Society (Leisure, Culture, Education), Security (Health, Safety), and Public Management (e-taxation, e-governance). Prizes included two grants—€8,000 and €5,000—for startups, free coaching for two research projects, and one participations in the next edition of the AI4GOV Master course.

January – April 2022
Organisation of the first AI4GOV Open Event in Milan, 28 to 29 April 2022.
The event explores the topic of AI for public sector innovation, investigating its challenges and opportunities for AI-enabled innovation for digital government transformation, inviting seminal guests. The event is organised within the framework of the Master on Artificial Intelligence for public services (AI4GOV), which is the first master of this kind funded by the European Commission under the Connecting Europe Facility (CEF) and implemented by the Universidad Politécnica de Madrid and the Politecnico di Milano, in collaboration with the Friedrich-Alexander-Universität and the Tallinn University of Technology.

November 2019 - February 2020
Napapjiri Design Contest
Management and organisation of a design contest for Napapjiri.
Topic: Service Design for the Circular Economy.
Role: **Project manager.**

28 March 2018 and 11 April 2018
Italy – School of Design and Social Impact
Organisation of a capacity building course with the patronage of the municipality of Milan. The main topics explored have been: rethinking the relationship between public administration and social enterprise, design for policy, social impact measurement. Mainly the school has involved local policy makers and social entrepreneurs in both lectures and hands-on activities to co-design the priorities for the future social innovation policies in Milan.
Role: **Main manager for the development of the school.**

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8 June 2016
Italy – "Design Policy Beacon: a tool for analysis"
Organisation of a one-day seminar with the patronage of Regione Lombardia. The event has presented to an audience of policy makers, civil servants, and experts the Design Policy Beacon, a tool for policy analysis developed by the Design Policy Lab at Polimi. The tool provides an interpretation of the value of design in your region, in order to compare it with other European contexts through 7 categories of investment.
Role: **Main manager of the development of the seminar, design of contents and schedule, facilitator of the discussion.**

21 March 2016
Luxembourg – "Design Policy in Action"
Organisation of a one-day workshop with the representatives of 7 European nations to define their local systems for support and promotion of design policy, and to delineate an action plan for the future implementation of programme for design support.
Role: **Main manager of the development of the workshop, design of contents and schedule, facilitator of the activities.**

16-18 November 2015
Vilnius, Lithuania – "Accelerating Design-driven innovation in Lithuania"
Organisation of a series of workshops and consultancies for the diagnosis of the Lithuanian design system, in connection with the identification of the most interesting opportunities to build a national design policy – in collaboration with Design Council, Nesta, and Danish Design Centre.
Role: **Expert of design policy, member of the organising team and facilitator of the activities during the workshop.**

24 June 2015
Milan, Italy – "Design-driven innovation in the food industry – placing user at the centre"
Organisation of a seminar at EXPO 2015 "Feeding the planet - energy for life" to create an opportunity for discussing challenges and opportunities and fostering new thinking, innovative strategies and solutions in the food industry. To support this conversation the European Commission has promoted an EXPO programme focused on design-driven innovation to tap into these opportunities.
Role: **Manager of the development of the workshop, design of contents and schedule, facilitator of the activities.**

24-26 September 2015
Brussels, Belgium - Errin Design Days – "Design the Future: Smart trends in design and innovation"
Organisation of a co-design workshop entitled "Building the European Design Policy Forum".
Role: **Design of the workshop and of its contents, facilitator of the activities**.

14 May 2014
Riga, Latvia - RADI! Creativity Week

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Organisation of a workshop with national policy makers in Latvia at the State Chancellery in Riga, Latvia. The workshop has explored the role of design in the public administration, and the possibilities to develop a design policy in Latvia.
Role: **Design of the workshop and its contents, facilitators of the activities**.

12-14 March 2014
Glasgow, Scotland - "Fast Forward. Design Practice and Education in the near Future"
Organisation of a PhD Colloquium as part of the Symposium promoted by the MEDes (Master of European Design) at the Glasgow School of Art.
The event has supported PhD candidates to share their experiences and research topics internationally, as well as receiving comments and feedback from international professors.
Role: **Design of the seminar and moderator of the sessions**.

14-15 March 2011
Milan, Italy - "Designing Connectivity"
Organisation of a seminar in cooperation with the British Consulate General Milan.
Two days of meetings, work, and discussions on design, connectivity and the meaning of collaboration.
Role: **Design of the seminar, moderator and facilitator of the activities.**

8-9 October 2010
Milan, Italy – "Milano PhD Design. La ricerca di design per innovare".
Two days of discussion on the connection between design research and innovation.
Role: **Partecipation to the organisation in the work group**.

19 January 2010
Daresbury, UK – "Connect, Maximising the benefits of working with others".
One-day workshop, as part of the project Ideas at Daresury, with the aim of:
- Understanding networks and how to use them more effectively
- Experiencing new and effective approaches to developing beneficial relationships
Role: **Partecipation in ideating the contents of the workshop and organising it, facilitator of the activities**.

26 January 2010
Daresbury, Gran Bretagna – "Create, Generate new ideas through collaboration".
One-day workshop, as part of the project Ideas at Daresury, with the aim of:
- Fostering creativity by working with others
- Introducing and apply tools which can be used to enhance day-to-day creativity and idea generation.
Role: **Partecipation in ideating the contents of the workshop and organising it, facilitator of the activities**.

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Publications

Marzia's scientific production has been a cornerstone of her academic career, characterized by its consistency and alignment with her research focus on design-driven innovation and public sector innovation. She has demonstrated a strong commitment to leveraging her research activities and translating them into impactful academic publications, which has significantly contributed to her excellent research profile and international recognition. Since 2008, Marzia has published in prominent academic journals such as **Technovation, Design Issues, The Journal of Service Research, Strategic Design Research Journal, The Design Journal, and DIID**, alongside contributions to leading academic conferences. She has also authored books and book chapters with renowned publishers, including **Springer and Taylor & Francis**, further solidifying her presence in the international research community. Her active engagement in the academic debate is reflected in an extensive body of work, including more than 20 journal articles and over 70 contributions, such as conference papers, book chapters, and scientific essays. Recent highlights of her publications include: "Design Thinking as a Strategic Approach to E-Participation" (Springer, 2024), which explores the strategic use of design thinking to foster citizen engagement; "Data in Design: How Big Data and Thick Data Inform Design Thinking Projects" (Technovation, 2023), where she is the first author, providing novel insights into the interplay of data types in design innovation, "New Design Knowledge and the Fifth Order of Design" (Design Issues, 2022), which examines the evolving landscape of design knowledge in the context of complex systems. In addition to her publications, Marzia serves as **Associate Editor for The Design Journal** and has co-edited three special issues in academic journals. She has also chaired several conferences, contributed as a speaker, organizer, and moderator at international academic events, and reviewed for esteemed journals and conferences. Her contributions to the academic community extend beyond her publications, as she plays a relevant role in advancing design research through diverse activities including public engagement through which she supports the advancement of design research beyond the academic community.

PhD Thesis

Mortati, M. (2011). *Designing SMEs' Collaborative Networks. Guidelines and competencies of Strategic Design*. PhD Dissertation, February 2011, INDACO Department, Politecnico di Milano, Italy.

Monographs

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Mortati, M. (2022). New Design Knowledge and the Fifth Order of Design. *Design Issues, 38*(4), 21-34.

Villa Alvarez, D.P., Auricchio, V., **Mortati, M.** (2022). Mapping design activities and methods of public sector innovation units through the policy cycle model. *Policy Sci 55*, 89–136 (2022). https://doi.org/10.1007/s11077-022-09448-4.

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PRIZES AND AWARDS

Marzia's academic contributions have been further highlighted through prizes and awards that underscore the relevance and impact of her research activities. These accolades reflect her ability to connect theoretical research with practical applications, showcasing her commitment to advancing design innovation and addressing societal challenges.

In **2023**, Marzia, as the Principal Investigator for Politecnico di Milano, was recognized with the **European Digital Skills Award (Digital Upskilling @ Work) by the European Commission, Digital Skills and Jobs Platform**. This award celebrates her significant contribution to increasing digital literacy as part of the Digital Decade goals. The awarded project represents an innovative approach to higher education, combining the fields of Artificial Intelligence, public services, and digital transformation. It pioneers a unique educational pathway designed to meet the growing demand for AI skills in government and administration.

In **2017**, Marzia received the **FFABR (Funding for Basic Research Activities) award, assigned by ANVUR—Italy's National Agency for the Evaluation of Universities and Research Institutes**. This highly competitive award was based on her individual academic and scientific achievements and provided funding to further her personal research activities.

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TEACHING ACTIVITIES

Marzia has a long-standing experience in teaching and training, spanning bachelor, master, and doctoral levels. Since 2007, she has been a lecturer at the School of Design of Politecnico di Milano, primarily in the fields of Service Design, Strategic Design, and Design Innovation. Her teaching has been integrated into several programs, including the BSc in Product Design, the MSc in Product-Service Systems Design, Digital and Interaction Design, and Management Engineering Master Degrees. In addition to her teaching responsibilities, Marzia holds several coordination roles that demonstrate her leadership in academic programs: since 2022: **Responsible for the School of Design's Double Degree Program between the MSc in Product-Service Systems Design and the MSc in Management Engineering**; between 2012 – 2022: **Coordinator of the MEDes programme** – Master of European Design – for the School of Design of Politecnico di Milano. Marzia has also contributed to education beyond Politecnico di Milano, delivering lectures and workshops at various international institutions, including the Glasgow School of Art, University of Aveiro, SKEMA Business School, and IESDE in Mexico.

At the doctoral level, Marzia has demonstrated a strong commitment to PhD education. She has held key teaching roles, such as being **responsible for the Doctoral Course in Scientific Production (2022–2024) and the Doctoral Course in Research Methods, Tools, and Dissemination Strategies (2025–ongoing)**. Her dedication to doctoral training is further reflected in her active engagement in supervision, mentoring, and evaluation as member of the board for two PhD Programs (PhD in Design, Politecnico di Milano; PhD in Service Design for Public Sector, Associate Doctorate in Italy). Marzia has reviewed over 15 PhD dissertations within the PhD Program in Design at Politecnico di Milano since 2017, and she has served as an **expert evaluator for PhD theses in external programs since 2013** (2024: External examiner at Università degli Studi della Campania Luigi Vanvitelli; 2021: PhD external examiner at Lancaster University, UK; 2020: External referee at Università degli Studi della Campania Luigi Vanvitelli and Politecnico di Torino; 2013: external PhD examiner at Aalto University, Finland).

Marzia has been actively involved in supervising master's theses on topics such as Design Innovation, AI and Design, Strategic Design, Service Design, and Design for Policy since 2012. Her supervision extends to doctoral-level research, where she contributes as a member of the PhD examination committee, evaluating students' progress at various stages of their academic journey and supervising PhD candidates (3 candidates since 2019).

Her deep and ongoing involvement in teaching, supervision, and program coordination reflects her commitment to fostering the next generation of design professionals and researchers.

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Current positions

Since 2020 - ongoing
Member of the Board of Professor, **PhD in Design**, Politecnico di Milano.

Since 2024 - ongoing
Responsible for the **Doctoral Course in Tool, Methods and Dissemination Strategies**, PhD in Design, Politecnico di Milano.

Since 2022 - ongoing
Member of the Board of Professors, **PhD in Service Design for Public Sector**, Associate Doctorate delivered in partnership between Sapienza University of Rome, Department of Design Politecnico di Milano, University of Bologna Alma Mater, University of Venice IUAV

Since 2022 - ongoing
Responsible for the School of Design of the Double Degree Programme between the MSc in Product Service Systems design and the MSc in Management Engineering.

Since 2012 - ongoing
Supervisor of master thesis on the topics of Design Innovation, Strategic Design, Service Design and Design for Policy.

Since 2017 - ongoing
Member of the PhD examination committee (middle examinations for students at 1st, 2nd, and 3rd year).

Since 2007 - ongoing
Member of the faculty and supervisor of master thesis of the MSc in Product/Service System Design, School of Design, Politecnico di Milano.

Supervision and Reviewer, PhD level

2022-2024
Responsible for the **Doctoral Course in Scientific Production**, PhD in Design, Politecnico di Milano.

2024-ongoing
Supervisor for PhD candidate: Jia-Xin Liu
Co-supervisors: Lucy Kimbell, Cabirio Cautela
Title of the dissertation: **Prototyping new technologies and data to enhance democratic participation for climate transitions**

2024-ongoing
Co-Supervisor for PhD candidate: Camilla Roveri
Main supervisor: Claudio Feijoo (Universidad Politecnica de Madrid)
Title of the dissertation: **Artificial Intelligence for Public Services**

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2019-2021
Supervisor for PhD candidate: Diana Pamela Villa Alvarez
Co-supervisor: Valentina Auricchio
Title of the dissertation: **Design methods for public policy making. A study of design practices applied by public sector innovation units in public policy formulation processes**

Since 2013
Expert Evaluator for PhD Thesis in external PhD Programs
Besides reviewing PhD Dissertations in the PhD Program in Design at Department of Design (over 15 thesis reviewed since 2017), Marzia served as external reviewer at other universities in Italy and abroad.

2024: External Examiner at Università degli Studi della Campania, Luigi Vanvitelli.

2021: External Examiner at Lancaster University, UK.

2020: External Reviewer at Università degli Studi della Campania, Luigi Vanvitelli and at Politecnico di Torino.

2013: External Examiner at Aalto University, Finland.

Responsibilities and Teaching exchanges
2012 – 2022
Coordinator of the MEDes programme – Master of European Design – for the School of Design of Politecnico di Milano.

The MEDes is a unique network of seven leading European design schools. Students are selected to join the programme in the second year of Bachelor (Product, Communication, and Interior) for a double exchange of one year, in two of the schools in the network. During the five-year programme, students are integrated into three design education systems and join a strong international community. These diverse experiences provide them with different approaches to design, multi-national perspectives and sensitivity to cultural differences. The MEDes course encourages and enables students to develop their creativity and imagination, their design research and investigation skills, and their professional executive practice.

Promoter for the School of Design of Politecnico di Milano of the 6 exchange destinations in the MEDes: **Aalto** University School of Arts, Design and Architecture, Helsinki, Finland; **DeCA**- University of Aveiro, Departamento de Comunicação e Arte, Aveiro, Portugal; **ENSCI** – Les Ateliers, Ecole Nationale Supérieure de Création Industrielle, Paris, France; **GSA**- Glasgow School of Art, Glasgow, Scotland; **KISD**- Köln International School of Design, Cologne, Germany; **Konstfack**- University College of Arts, Crafts and Design, Stockolm, Sweden.

March 2018
Teaching exchange at ENSCI Les Atelier, France.

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Teacher in the workshop "Modular design and Open Structures".
Duration of exchange: 1 week.
Programme: Erasmus+, Mobility of Staff in higher education - Staff mobility for teaching and training activities.
Professor hosting university: prof. Erik Anspach. Main activities developed abroad: teaching in Master course.

March 2016
Teaching exchange at Universidade de Aveiro, Portugal.
Teacher in the workshop "Designing for Public Services means Designing for the Common Good".
Duration of exchange: 1 week.
Programme: Erasmus+, Mobility of Staff in higher education - Staff mobility for teaching and training activities.
Professor hosting university: prof. Teresa Franqueira. Main activities developed abroad: teaching in Master course.

May – June 2013
Trainer at SENAI, DR Goias, Brazil
Duration of exchange: 2 weeks.
Programme developed in the project: **Programa Senai para a inovação empresarial**'

Main activities developed abroad: Trainer for the programme POLI.design / SENAI 2013, with the aim of transferring to local consultants the appropriate tools for evaluating the potential for developing design innovation in a company, to propose innovation projects linked to design as new products and services, and to experiment the integration of design in a traditional process of product development.

Lecturer and tutor (MSc and BSc Levels)

Since 2019 – ongoing
Professor, Service Design and Innovation, MSc Product-Service System design.

Since 2019 – ongoing
Professor, Envisioning AI through design, MSc Digital and Interaction design.

AY 2020 – 2021
Professor, Introduction to Design Research, available to all Master Degrees at the Design School of Politecnico di Milano.

AY 2019 – 2020 – 2021
Professor, Design Narratives, MSc Integrated Product Design.

AY 2019 – 2020 – 2021
Professor, Design Management Lab, Final Synthesis Studio, Double Degree in Management Engineering and Product-Service Systems Design.

AY 2018 – 2019
Professor, Design of Industrial Products, Undergraduate course in Product Design.

AY 2017 – 2018
Professor, Final Synthesis Studio, MsC in Product/Service Systems Design.

AY 2017 – 2018
Professor, Design of Industrial Products, Undergraduate course in Product Design.

From 2011 to 2017
Adjunct professor, Innovation Studio, MsC in Product/Service Systems Design.

AY 2011 – 2012
Tutor at the Final Synthesis Studio, MsC in Product/Service Systems Design, School of Design, Politecnico di Milano.

From 2007 to 2011
Tutor at the Concept Design Studio, MsC in Product/Service Systems Design, School of Design, Politecnico di Milano.

From 2007 to 2009
Tutor at the Metadesign Studio, Bachelor in Industrial Design, School of Design, Politecnico di Milano.

Teaching in masters and specialisation courses
2023 - 2024
Responsible of the modules on "Design Thinking e ridisegno dei servizi" and **"AI e riprogettazione dei servizi in ottica user centred,"** Master in Master in intelligenza artificiale per la Pubblica Amministrazione, delivered by the Graduate School of Managemet at Politecnico di Milano.

2023 - 2024
Responsible of the module on "City management", Master in Executive Master in management pubblico VII edizione, delivered by the Graduate School of Managemet at Politecnico di Milano.

2023 - 2024
Responsible of the module on "Designing AI-based services", 3 ECTS, 20 hours. MSc in Product Management and UX Design, delivered by SKEMA Business School (France) and Poli.design.

2023 – 2024
Responsible of the module on "Data and Service Innovation", 8 hours.
Executive Master in Strategic Design for Innovation and Transformation.
Delivered by Poli.design, and the Graduate School of Managemet at Politecnico di Milano.

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2022 – 2023
Course of Specialisation in Service Design for public services. Business School Politecnico di Milano - MIP. Modules on: Open Government, citizen participation, Service Design.

2021
Master in Digitial Transformation for the Public Administration.
Business School Politecnico di Milano - MIP. Module on: Participatory processes in the PA.

2021
Moxoff Academy. Module on Design Thinking and Innovation.

2020-2021
Master in design creativity and social practices.
At: POLI.design, consortium of the Politecnico di Milano.
Module on Design Research.

From 2008 to 2018
Teacher for the workshop "Design & Innovation. The Italian experience".
At: POLI.design, consortium of the Politecnico di Milano.
Collaboration between POLI.design and Osaka University of Arts. Annual workshop lasting one week.

2017
Teacher for company training on "Design Thinking and Business Innovation"
At: IESDE Business School, Mexico.
Course organised in collaboration with POLI.design.
Role: **Co-organizer of the teaching modules and teacher** of the hands-on module to apply and experience the Design Thinking process to the organisational realities in the classroom.

2014
Contract professor, Master in Service Design
At: POLI.design, consortium of the Politecnico di Milano.
Role: **Teacher** for the workshop "The new places of making – A system of services for Confartigianato Milano/Lombardia", in cooperation with Confartigianato Lombardia.

From 2008 to 2013
Contract professor, Master in Business Design
At: Domus Academy.
Role: Teacher for the topic "Networks of enterprises, Italian districts and Made in Italy".Supervisor of many graduation thesis on the topic.

2008
Teacher for the workshop "**Design made in Italy and Italian style".**
At: POLI.design, consortium of the Politecnico di Milano, supported by ICE, in

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collaboration with Venice International University, "La Sapienza" University of Roma and Politecnico Hong Kong.

MSc and BSc Thesis Supervision

Since 2019, **Marzia has supervised over 30 Master Theses and 20 Bachelor Theses**, demonstrating a strong commitment to mentoring and guiding students through their research journeys. This activity spans multiple programs, including Digital and Interaction Design, Product-Service Systems Design, Product Design, and Management Engineering. Each thesis under Marzia's supervision is grounded in a comprehensive literature review, employs a robust research and design methodology, and ensures thorough validation of research outputs. These outputs range from theoretical frameworks to practical implementations, reflecting Marzia's dedication to fostering high-quality academic work and preparing students for professional or academic advancement.

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PROFESSIONAL EXPERIENCE

Since 2006, Marzia has gained professional experience through various roles and projects in collaboration with academia, industry, and public organizations. Her professional activity is highly linked to her research topics, thus focuses on design for public sector innovation. Below is a summary of her key professional engagements.

2024 – Ongoing
UNESCO: Principal Investigator in the ongoing collaboration for designing and implementing global training programs for governmental representatives on the adoption of Artificial Intelligence in public services.

2023 – Ongoing
The Lisbon Council: Expert researcher on Co-creation processes and methodologies, as part of the Horizon Europe project LibrarIN.

2019 – 2020
Joint Research Center, European Commission: Expert Research as part of the AI Watch Program, mapping public sector projects and initiatives in the integration of Artificial Intelligence in public services.

2019 – 2020
Napapijri Design Contest: Organized by POLI.design and coordinated by Prof. Anna Meroni, Marzia managed participant selection, designed and delivered initial training sessions, tutored designers in developing their solutions, and provided consultancy to Napapijri to select the winning projects.

2019
ECOLE (Enti COnfindustriali Lombardi per l'Educazione Scarl): Lead of the project "Finance, Learning, Innovation and Patenting for Cultural and Creative Industries." The program focused on supporting the growth of Europe's cultural and creative industries through finance, learning, innovation, and patenting.

2014
Regione Toscana: Lead for the "Intelligent Tourism" project for the Province of Pistoia; designing and conducting an audit of the local tourism sector, identifying strengths, weaknesses, and opportunities for improving service delivery

2008 – 2011
Domus Academy: consultant and lecturer for the Master in Business Design, working on tutoring, revising program content, leading training modules, and supporting the development of theses.
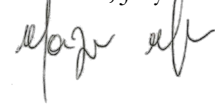
2006
Heineken: user research and development of behavioural trends among Heineken consumers and identifying innovation opportunities.

MARZIA MORTATI
PhD, Associate Professor in Service Design
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The undersigned is aware that, pursuant to art. 76 of Presidential Decree 445/2000, false declarations, false documents and the use of false deeds are punished according to the Penal Code and special laws. All this stated states the facts and personal qualities presented.

I hereby authorise the use of my personal data in accordance to the GDPR 679/16 - "European regulation on the protection of personal data".

Milano, July 2025

MARZIA MORTATI
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