

Dr. Paolo Aversa

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Personal statement

What are the optimal innovation strategies for firm performance in changing environments?

To respond to this paramount question, I develop rigorous and relevant research which provides a contribution for international scholarship, industry leaders, policy makers, students, and broader audiences. My interest mostly focuses on technology-intensive competition, and I leverage both quantitative and qualitative methods to explore the effects of innovation strategies, business models, team compositions, and inter-firm relations. I dedicate careful attention to multi-level implications, cognitive mechanisms, and the moderating role of contingencies, particularly in turbulent environments. My main research targets are top management journals (FT 50; ABS 4*, 4, 3). Yet, I also dedicate time and resources to practitioners' outlets, media exposure, impact projects, and support to policy makers such as Industry Associations, the House of Commons, and the European Commission. I am considered one of the leading academic experts in the motorsport and Formula 1 industry, and I have received several honors and grants for my research, teaching, and impact. My pedagogical style fosters experiential learning as a combination of research-driven knowledge with hands-on industry engagement. Among other acknowledgements, in 2018 I was listed in the "World's Best 40 under 40 Business Professors".

Current main affiliation

2017-... **Associate Professor (Senior Lecturer) in Strategy and Course Director of the Full-Time MBA; Cass Business School, City, University of London, UK.**

Prior main affiliations

2014-17 **Assistant Professor (Lecturer) in Strategy;** Cass Business School, City, University of London, UK.
2012-14 **Marie Curie Research Fellow of Strategy;** Cass Business School, City University London, UK.
2011-12 **Post-Doctoral Research Fellow;** The Wharton School, University of Pennsylvania, Philadelphia, USA.

Visiting and honorary positions

2015-... **Visiting Professor;** Management Department, University of Trento, Italy.
2017-... **Fellow and Director of the Strategic Management Group;** Center for Sports and Business, Stockholm School of Economics.
2015-... **Fellow,** Center for Automotive and Mobility Innovation (CAMI); University Ca' Foscari, Venice, Italy.
2014-... **Visiting Professor;** CUOA Business School, Altavilla Vicentina, Italy.
2009-11 **Visiting Scholar;** The Wharton School, Sol C. Snider Research Center; University of Pennsylvania, Philadelphia, USA.

Education

2008-11 **Ph.D. in Management (Strategy);** University of Bologna.
Supervisors: S. Ferriani; G. Lorenzoni; A. Lipparini.
2004-05 **MBA, CUOA Business School.** Concentration: Marketing.
2004-05 **Master Degree in Human Resource Management** (part-time), HKE Milan.
2005-07 **Master Degree. in Communication for Complex Organizations** (with honors), University of Padova (with honors – 110/110 cum laude).
2001-04 **Bachelor Degree in Communication for Business,** University of Padova (with honors – 110/110 cum laude).

Publications

- 2019 Aversa, P., Hervas-Drane, A., & Evenou, M. 2019. Business model responses to digital piracy. *California Management Review*₃, 61(2): 30-58.
- 2018 Aversa, P., Guillotin, O. 2018. Firm technological responses to regulatory changes: A Longitudinal Study in The Le Mans Prototype Racing, *Research Policy*_{1,2}, 47(9): 1655-1673.
- 2018 Aversa, P., Cabantous, L., Haefliger, S. 2018. When decision support systems fail: Insights for strategic information systems from Formula 1. *The Journal of Strategic Information Systems*₃, 27(3): 221-236.
- 2017 Aversa, P., Haefliger, S., & Reza, D. 2017. Building a winning a business model portfolio. *MIT Sloan Management Review*_{1,3}, 58(4): 49-54.
- 2017* Aversa, P., Berinato, S. 2017. Sometimes, less innovation is better. *Harvard Business Review*_{1,3} May-June 95(3): 38-39.
- 2015* Marino, A., Aversa, P., Mesquita, L., Anand, J. 2015. Driving performance via exploration in changing environments. Evidence from Formula One racing. *Organization Science*_{1,2} 26(4): 1079-1100.
- 2015* Aversa P, Furnari S, Haefliger S. 2015. Business model configurations and performance: A qualitative comparative analysis in Formula One racing, 2005–2013. *Industrial and Corporate Change*₃ 24(3): 655-676.
- 2015 Aversa, P., Haefliger, S., Rossi, A., Baden-Fuller, C. 2015. From business model to business modeling: Modularity and manipulation. *Advances in Strategic Management* 33: 135-185.
- 2015 Aversa, P. & Haefliger, S. 2015. A qualitative comparative analysis of business model configurations and performance in Formula 1. *Academy of Management Best Paper Proceedings*.
- 2015 Aversa, P. 2015. *Strategic peripheries*. In D. J. Teece & M. Augier (Eds.), *Palgrave Encyclopedia of Strategic Management*. London: Palgrave Macmillan: Basingstoke.
- 2013 Aversa P. 2013. *Toward a peripheral view of manufacturing networks* (book). Lap Lambert Academic Publishing.
- 2013 Jenkins M., Aversa P. (2013), 'For and Against - The relentless push for innovation in Formula 1 has a negative effect on the technology', *Engineering & Technology*, 8(6), 26-27.
- 2012 Aversa P, Ihrig M. 2012. Investigating absorptive capacity strategies via simulation, *Proceedings of the 26th European Conference on Modeling and Simulation* (ECMS): 64-70: Koblenz, Germany. [ISBN: 978-0-9564944-4-3].
- 2008 Aversa, P. 2008. La Community Ducati. in Vecchiato G. *Manuale Operativo di Relazioni Pubbliche*, Franco Angeli.

[*award winner or nominated; ₁FT 50; ₂ABS 4*; ₃ABS 3]

Research pipeline (full papers available)

- 2nd Revise & Resubmit Aversa, P., Haefliger, S., Baden-Fuller, C. Business model diversification. *Long Range Planning*.
- Resubmitted for 2nd round* Aversa, P., Furnari, S., Jenkins M. The primordial soup of cluster genesis: A historical case of the British Motor Valley. *Organization Science*.
- Resubmitted for 2nd round Aversa, P., Haefliger, S., Hueller, F., & Reza, D. G. 2018. Customer complementarity in the digital space: Exploring Amazon's business model diversification. *Long Range Planning*.
- Resubmitted for 2nd round Aversa P., Iubatti D., Lorenzoni G., Formentini, M. Digital machines, space, and time: A sociomateriality exploration of manufacturing flexibility in motorsport. *Journal of Product Innovation Management*.
- 1st Revise & Resubmit Aversa, P., Huyghe, A, Bonadio, G. Market entry and categorization strategies in the digital domain: Uber versus Blablacar. *Journal of Management Studies*.
- Under revision Aversa, P., Mesquita, L., Santoni, S., & Marino, A. Middle management team variety and tradeoffs in portfolio decisions. *Journal of Management Studies*.
- Under revision Fonti, F., Ross, J., Aversa P., Ertug, G. More than a context? Sports data as new ways of seeing in management research (proposal). *Academy of Management Annals*.
- In preparation Marino A., Santoni, S., Aversa, P. Experience and Firm Performance in a Dynamic Environment: The Moderating Role of Competence Variety. *Research Policy*.
- In preparation Aversa, P., Cennamo, C. Lorenzoni, G. Digital transformation in manufacturing ecosystems: A case of supply and knowledge network decoupling. *Academy of Management Journal*.
- In preparation Aversa, P., Bianchi, E., Nucciarelli, A., Gaio, L. The Grand Tour: The role of catalyzing places for industry inception. *Academy of Management Journal*

In preparation	Aversa P. Schreiter, K., Guerrini, F. The birth of a business icon through cultural branding: Ferrari and the Prancing Horse, 1923-1947. <i>Human Relations</i> .
In preparation	Aversa P., Carlsson-Wall, M. Ertug, G. Hosting the Olympic games: A systematic literature review of the economic and non-economic effects. <i>European Sport Management Quarterly</i> .

[*award winner or nominated]

Awards

- 2018 **“Talented Young Italians” Award** – category **“Research and Innovation”**. Awarded by the Italians Chamber of Commerce in the UK and Italian Embassy in London for “individuals who have succeeded in their endeavours in the UK, at the same time keeping a link with Italy and fostering exchanges between the two countries”.
- 2018 **World’s Best 40 under 40 Business Professors**, Poets & Quants (among the first Italians ever listed).
- 2018 **Best Reviewer Award**, Technology and Innovation Management Division, Academy of Management.
- 2018 **Best Paper Award nomination**, Strategic Management Society Annual Conference, Paris.
- 2018 **“Alumnus of the Year” Award**, CUOA Business School, Italy.
- 2017 **Best Reviewer Award** (Special Mention), Technology and Innovation Management Division, Academy of Management.
- 2017 **Outstanding Reviewer Award**, Business Policy and Strategy Division, Academy of Management.
- 2017 **Finalist City University of London President’s Award** for Outstanding Research Engagement - Media and Outreach.
- 2016 **Best Reviewer Award**, Technology and Innovation Management Division, Academy of Management.
- 2016 **Outstanding Reviewer Award**, Business Policy and Strategy Division, Academy of Management.
- 2015 **1st Prize EBS-SIIE Best-Paper-Award “Innovation Management” 2015** for the article Marino, Aversa, Mesquita, Anand (2015) – for “outstanding scientific papers on innovation and technology management that combine cutting-edge research and high practical relevance, providing state-of-the-art insights”.
- 2015 **“Editor’s Choice” in Industrial & Corporate Change** for the article Aversa, Furnari, Haeffliger (2015).
- 2015 **AOM Best Paper Proceedings** for the article Aversa, Furnari, Haeffliger (2015).
- 2015 **Finalist ‘City Research Competition’**, City University London.
- 2015 **‘Marie-Curie Fellow of the Week’** selected by the European Commission out of the entire pull of fellows.
- 2014 **“Runner-up Finalist” Marie-Curie Communicating Science Prize** (shortlist of 10 research projects with the highest impact on the media– only finalist from Economics and Social Sciences).
- 2014 **Best Reviewer Award**, Technology and Innovation Management Division, Academy of Management.
- 2013 **Outstanding Reviewer Award** Business Policy and Strategy Division, Academy of Management.
- 2012 **Acknowledgement Award** by the Consul General of Italy, for excellence in promotion and dissemination of Italian culture in the United States (PI-Philly association).
- 2011 **1st Prize, Doctoral Colloquium Paper Award** of the EURAM conference.
- 2009 **1st Prize at the Business Plan Competition**, Formula Student Germany, Hockenheim.

Grants

- 2018 **Pump-Priming research grant**; Cass Business School. Value: £5,000.
- 2016 **Researchers’ Night**, Brussels. EU Commission. Value: € 2,000.
- 2016 **EPSRC 3DP-RDM Research Grant**, awarded by the Institute of Manufacturing, University of Cambridge, UK; “Driving Innovation in Redistributed Manufacturing: A Comparative Study in the British and Italian Motorsport Valleys”. Value: \$50,000.
- 2015 **Researchers’ Night**, Brussels. EU Commission. Value: € 2,000.
- 2013 **Pump-Priming research grant**; Cass Business School. Value: £2,500.
- 2013 **Pump-Priming research grant**; City University. Value: £2,500.
- 2011 **Marie Curie Intra-European Fellowships (IEF)**; “Formula One” Project- Duration: 24 months; value €200,000.
- 2010 **Research Grant**, awarded by Technogel US; Sim I-Space research project at the Wharton School. Value: \$110,000.

Scholarships

- 2013 **Emerging Scholar scholarship**, Mack Institute, Wharton School (workshop).
- 2010 **Doctoral Consortium scholarship**, Polytechnic of Milan (DIME Conference and workshop).
- 2010 **Visiting scholarship**; Sol C. Snider Research Center (Wharton); SimISpace2 project.
- 2010 **Marco Polo scholarship**, University of Bologna.

- 2009 **VIU-Duke scholarship**, Venice International University and Duke University (summer school).
- 2008 **Doctoral scholarship**, University of Bologna (doctoral program).
- 2007 **Merit scholarship**; University of Padova (master program).
- 2004 **Full scholarship**, Sole24Ore, (HKE Master program, Milan).
- 2004 **Full scholarship**, Sole24Ore and SDA Bocconi (public speaking course).
- 2004 **Merit scholarship**; University of Padova (bachelor program).
- 2003 **Erasmus Scholarship**, University of Padova.

2021 REF impact case

- 2019 Aversa, P. 'Performance in the Formula 1 industry - impact and tools within and beyond the racetrack.' *Cass Business School* (work in progress - available document).

Research reports

- 2016 Aversa, P., Massaro M., Lorenzoni, G. 'Driving Innovation in redistributed manufacturing. A feasibility study in the motorsport industry' *Cass Business School* and *Warwick Business School* (available document).
- 2015 Aversa, P. "Result In Brief : Formula One, technological innovation and performance", CORDIS, European Commission; AJ86RH5GYM - Project reference: 301688. Translated in 5 languages and diffused to all the countries in the European Union. https://cordis.europa.eu/project/rcn/103394_en.html

Presentations in peer-reviewed conferences

- AOM Conference Orlando 2013; Philadelphia 2014; Vancouver 2015; Anaheim 2016; Atlanta 2017; Chicago 2018; Tel Aviv 2018, London AOM MOC 2019.
- SMS Conference Washington 2009; Rome 2010; Miami 2011; Prague 2012; Atlanta 2013; Madrid 2014; Denver 2015; Bolzano 2016 (keynote); Milan 2017; Paris 2018.
- EGOS Colloquium Helsinki 2012; Montreal 2013; Rotterdam 2014; Athens 2015; Naples 2016; Tallinn 2018; Edinburgh, 2019.
- EURAM Conference Tallinn 2011; Reykjavik 2018 (keynote).
- iBegin Conference Venice 2017.
- APROS Conference- Sydney 2015.
- OPA Workshop Sydney 2015.
- ECMS Conference Koblenz 2012.
- DRUID Conference Rome 2015.
- DIME Conference Milan 2010.
- Cass Conferences London 2012; 2013; 2014; 2015; 2016; 2017; 2018.
- PVMI-CAMI Durham 2010; Venice 2015.

Invited presentations

- 2019 STR Research committee day, The Wharton School; UCD Dublin; Assemblée Giovani di Confindustria Triveneto (Cortina); Harvard Business School, University of Tilburg; CUNEF Madrid.
- 2018 STR Research committee day, The Wharton School; Warwick Business School; University of Cagliari; Ca' Foscari Venice; IESEG Paris, University of Southampton; University of Liverpool; Assemblée Giovani di Confindustria Verona.
- 2017 INSEAD; University of Bologna; University of Cambridge, BPS Executive Committee Research Day, UCD Dublin; Stockholm School of Economics; TEDx City University.
- 2016 University of Cambridge, SKEMA Business School, Nice; Trento University; Ca' Foscari University (Venice); Essex Business School; University of Bolzano; École Polytechnique Fédérale de Lausanne (EPFL); Stockholm School of Economics; University of Liverpool Management School, European Parliament, Strasbourg; Parlamentarium, Brussels; House of Commons, London.
- 2015 'La Sapienza' University Rome; University of Trento; European Commission (Brussels); UNSW Sydney.
- 2014 Erasmus University Rotterdam; Grenoble École de Management; IESE Business School; Cass Business School; University of Catania; Bologna University; LUISS University Rome, Trento University.
- 2013 University of Padova; BI Norwegian Business School; Open University; Greenwich University.
- 2012 University of Pennsylvania; University of Padova.
- 2011 The Ohio State University; Hitotsubashi University, Tokyo; Saint Joseph University, Philadelphia.
- 2010 University of Padova; University of Pennsylvania.

Teaching and academic support*

- 2012-... **Cass Business School, City, University of London**

2019-...	Executive MBA Dubai: MBM221 Digital Technologies and Business Innovation. Module design and delivery.
2019-...	Full-Time MBA: Consulting Week (Dublin, Ireland). Module design and delivery.
2018-...	Exec. Education: Leading business model innovation (open program). Module design and delivery.
2017-...	MBA: Course Director, Full-time MBA, Cass Business School.
2017-,,,	Exec. Education: Strategy in ‘Non-Executive Director open program’ (w. PWC).
2016-...	MSc: Design, innovation and branding (Abroad non-credited elective – Milan, Italy). Module co-design (with Davide Ravasi) and delivery.
2016-...	MSc: SMM278 Innovation in hypercompetition: lessons from motorsport – (abroad credited elective – Emilia Romagna, Italy). Includes the ‘Pit-Stop Challenge’ roleplay - Module design and delivery.
2016	Ph.D.: SMM898 Strategy.
2015-17	MSc: SMM041 Strategic management and marketing. Module co-design and delivery.
2014-18	EMBA: Strategy (Induction) – Executive MBA Dubai. Module design and delivery.
2014-...	Full-Time MBA: MBM406 Strategy – (Includes the ‘Great Bake Off’ roleplay). Module design and delivery.
2012-...	MSc: SMM331 Advanced strategy analysis. Module design and delivery.
2015-...	University of Trento, Italy
2015-...	MSc: Advanced strategy.
2014-16	University of Padova, Italy
2014-16	MSc: Advanced strategy.
2013-...	CUOA Business School, Italy
2017-...	MBA: Corporate and business strategy
2013-...	MSc: Corporate and business strategy.
2016-17	MSc: Strategy for luxury and specialty goods.
2011-12	The Wharton School, University of Pennsylvania; USA
2011-12	MBA: MGMT 701 - Strategy and Competitive Advantage (MBA) – T.A. of Prof. Nikolaj Siggelkow.
2011-12	EMBA: MGMT 801 Innovation, Change and Entrepreneurship (MBA) – T.A. of Prof. Ian C. MacMillan
2005-06	Bologna Business School, University of Bologna, Italy
2008-09	Corporate Strategy, MBA Profingest.
2007-14	MSc and MBA: (Various strategy course) T.A. of Prof. Andrea Lipparini.
2005-10	University of Bologna, Italy
2005-10	BSc and MSc: (Various strategy course) T.A. of Prof. Andrea Lipparini.

[*Notes: teaching evaluations available upon request. Avg. 4.5 out of 5.0; s.d. 0.3. min: 4.0; max. 4.9.]

Doctoral supervision

2018-...	Francesca Hueller (Second year, Full time Ph.D. candidate, Cass Business School).
2017-...	Rafael Ramírez de Alba López (Second year, Executive Ph.D. candida, Cass Business School).

Executive education, consulting and collaborations

Scuderia Toro Rosso (Formula 1).	McKinsey & Company (strategy consulting).
Liberty Media (Formula 1).	PWC (strategy consulting).
Fuller’s Chiswick (spirits and hospitality).	BTO (IT consulting).
Ferrero (confectionery).	Orbis Group (investment management).
Gruppo Campari (spirits).	Jiangsu Soho (state-owned multinational).
Beazley Group (insurance).	J-Cube (incubator).
Staple Inn Actuarial Society (insurance).	The Guide Dogs for the Blind Association (charity).
The Actuarial Network at Cass (insurance).	PetsPyjamas (e-commerce).
Intellectual Property Associates Network (law firms).	Technogel (chemicals).
Cass Innovate	City Unriversity (executive education).
McLaren Applied Technologies (Formula 1).	

Professional experience

2013-...	Officer for the Formula Student Italy, and the ‘Formula 1 in School’ competition, UK.
2010-12	Strategic marketing executive Technogel US Inc. Pittsburgh, PA, USA (chemicals).

- 2006-09 Business manager; Race UP, University of Padova Racing Team (motorsport).
- 2006-09 Marketing & communication manager; Reflex-Allen Group, Italy (automotive components).
- 2005-06 Sales area manager for Italy and Germany; Alps South Corp., Bologna, (biotech, prosthetics).
- 2005 Internship and project management; Ducati Motor Company, Bologna (motorbikes).

Academic service

- 2019 **Managerial and Organizational Cognition Division Annual Conference - organizer and co-chair.** Cass Business School, June 2019. (Sponsors: AOM; MOC; Cass).
- 2017-21 **External examiner**, Cranfield School of Management (Full Time MBA and Exec. MBA).
- 2018-22 **Advisory board member**, Cranfield School of Management (Exec. MBA).
- 2017-... **Communications Director and appointed officer**, Strategic Management (STR) Division (formerly known as BPS Division) Academy of Management.
- 2017-18 **Selected reviewer for the Best Paper Award**, TIM Division, AOM.
- 2017 **Ph.D. External Examiner**, defense committee, University of Padova.
- 2017-18 **Junior Faculty Paper Development Workshop (PDW) organizer** AOM Conference. (Sponsor: STR/BPS)
- 2015-18 **Professional development workshop (PDW) organizer** ‘Using sport data to advance management theory’ AOM Conference. (Sponsors: OMT; STR/BPS; OB; RM)
- 2013 **Professional development workshop (PDW) organizer** ‘Redefining Today’s Role of Suppliers Within Alliances Toward a Peripheral View of Networks’ AOM Conference (Sponsors: BPS, OM, TIM, IM).

Ad-hoc reviewer

Academy of Management Journal, Academy of Management Perspectives, Academy of Management Discoveries, Organization Science, Organization Studies, Strategy Science, Strategic Management Journal, Strategic Entrepreneurship Journal, Journal of Operations Management, Journal of Management Studies, Long Range Planning, Journal of Product Innovation Management, Industrial and Corporate Change, Research Policy, California Management Review, The Journal of Strategic Information Systems, European Management Journal, European Management Review, Journal of International Management, Technovation, Technological Forecasting and Social Change, Journal of Knowledge Management, Cambridge University Press; Academy of Management Conference, Strategic Management Conference, EGOS Conference.

Training and certifications

- 2017 **Abilitazione Scientifica Nazionale** (Italian academic certification) Fascia II (professore associato), Economia e Gestione delle Imprese, SECS-P/08. Expiration: 29/11/2023.
- 2016 Harvard Business School ‘Case Method Teaching Workshop’, Vienna University of Economics and Business, Vienna, Austria.
- 2016 BPS Paper Development Workshop, AOM Conference, Anaheim, CA.
- 2015 TIM and BPS Junior Faculty Consortia, AOM Conference, Vancouver, BC.
- 2014 BPS Paper Development Workshop, AOM Conference, Philadelphia, PA.
- 2013-... Building Better Business Models Workshop Series, Cass Business School (12 sessions).
- 2013 Competitive Strategy Junior Faculty and Paper Development Workshop, SMS Conference.
- 2013 Emerging Scholar Workshop, Mack Institute of Innovation Management, The Wharton School.
- 2010 Doctoral Consortium, DIME Conference, Polytechnic of Milan, Italy.
- 2009 Summer School of Social Sciences, University of Essex, UK.
- 2009 VIU-Duke Summer Research Workshop, Duke University, Durham, NC, USA (scholarship).
- 2005 Teaching and Training module, HKE Consulting, Milan, Italy.
- 2004 Public Speaking Course, Bocconi University, Milan, Italy.

Computer skills

Stata; SPSS; Uci-net; netdraw (network analysis); Sim I-Space (agent based simulation); MPlus (S.E.M.); Wordpress and other website interfaces.

Languages

English (fluent); Spanish (fluent); German (intermediate); French (basic); Italian (native).

Media exposure

- 2011-19 **Media hits:** 300+ ca. (quotes, guest participations and authored pieces).
Main outlets: Financial Times, BBC World News, BBC Radio 5 Live, BBC Radio 4, Sky Tv, ESPN, Reuters, The Times, Sunday Times, Al Jazeera, New York Times, , Forbes, Daily Mail, The Guardian,

The Telegraph, Daily Telegraph, Sydney Morning Herald, City A.M, The Conversation, Het Financieele Dagblad, The National, Rai Uno, Corriere della Sera, Sole24Ore, La Stampa, Libero and most major sport outlets.

Main countries (in alphabetic order): Australia, Bahrein, Brazil, Canada, China, France, Germany, India, Ireland, Italy, Japan, Jordan, Malaysia, Netherlands, New Zealand, Singapore, South Africa, U.A.E., U.K., U.S.A

Selection of authored media articles

Hervas-Drane, A., Aversa, P. 2019. Netflix is losing shows to rivals – will the music streaming market also splinter? *The Conversation (web)*.

Aversa, P. 2017. End of the Ecclestone era gives F1 hope of a turbo-charged future. *The Conversation (web)*.

Aversa, P. 2016. F1 champ Rosberg swaps winning for retirement but it shouldn't be a shock. *The Conversation (web)*.

Aversa, P. 2016. Formula One's women problem is bad for business. *The Conversation (web)*.

Aversa, P. 2015. An Alfa Romeo return to Formula 1 would put Ferrari in pole position. *The Conversation (web)*.

Aversa, P. 2015. How Hollywood saved a futuristic car from obscurity. *The Conversation (web)*.

Aversa, P. 2015. Game of Thrones pirates offer a useful lesson in TV money making. *The Conversation (web)*.

Aversa, P. 2015. How to save Formula 1 without overhauling the business model. *The Conversation (web)*.

Aversa, P. 2015. Stampa 3D? Se funziona, va lasciata. Ragionando di MakieLab. *Corriere della Sera – Corriere Innovazione (web)*.

Aversa, P. 2015. Quattro riflessioni sullo “strano” caso dei Google Glass. *Corriere della Sera – Corriere Innovazione Online (web)*.

Aversa, P. 2014. Case Study. Dallara Automobili: Knowledge Company. *Financial Times*: 14. (Also available online).

Aversa, P. 2014. Dallara, il coraggio di investire in tempo di crisi, *Linkiesta*.

Aversa, P. 2014. Sport a parte: Perché l'Italia dovrebbe occuparsi di più del business del motorsport. *Il Corriere Della Sera (online)*.

Aversa, P. 2013. Case Study. Commoditised Market Innovation. *Financial Times*: 14. (Also available online).

Aversa, P. 2013. Case Study. New Opportunities in Times of Crisis. *Financial Times*: 14. (Also available online).

Aversa, P. 2013. Case Study. Innovation Needs Supplier Support. *Financial Times*: 12. (Also available online).

Aversa, P. 2013. Case Study. Engaging with a Company's Users. *Financial Times*: 16. (Also available online).

Aversa, P. 2013. Case Study. Innovation in a Competitive Sector, *Financial Times*: 16. (Also available online).

Aversa P. 2013. The Relentless Push for Innovation in Formula 1 has a Negative Effect on the Technology. *Engineering and Technology Magazine*.

Aversa, P. 2013. Pionieri del web: così Ducati giocò d'anticipo e vinse. *Linkiesta*.

Aversa, P. 2013. Aperol, come un marchio resuscita in tempo di crisi. *Linkiesta*.

Aversa, P. 2009. Coinvolgi il Fornitore. Darai più valore a tutta la catena. *Next (Il Resto del Carlino)*, Bologna.

Aversa, P. 2011. I perchè di una crisi: Quando al mercato globale non basta più il “saper far bene”. *Corriere di Bologna* (p 1).

[Notes: a complete report on my media coverage is available upon request]

Main academic referees

Prof. Davide Ravasi (University College London - UCL); d.ravasi@ucl.ac.uk

Prof. Simone Ferriani (Bologna University); simone.ferriani@unibo.it

Prof. Stefan Haefliger (Cass Business School); haefliger@city.ac.uk

Prof. Jay Anand (The Ohio State University); anand.18@osu.edu

Prof. Luiz Mesquita (Arizona State University); mesquita@asu.edu