

Dr. Paolo Aversa

Work address	Cass Business School, City, University of London 106 Bunhill Row, London, EC1Y 8TZ, United Kingdom; (Office 4095)
Telephone	+44 (0) 20 7040 5235
E-mail	paolo.aversa.1@city.ac.uk
Personal website	www.paoloaversa.com
Cass Business School website	https://www.cass.city.ac.uk/faculties-and-research/experts/paolo-aversa
Twitter accounts	@aversapaolo (personal); @AOM_STR (STR Division)

Personal statement

My research interests focus on firm innovation and the evolution of industries and ecosystems. I focus on technology-intensive settings to explore phenomena such as radical innovations, digital transformation, and business models, which I investigate with both quantitative and qualitative methods.

I am committed to disseminate the results of my research through practitioners' outlets, specialized and popular press, social media, and impact projects, and I have presented my research to policy making bodies the House of Commons, and the European Commission, as well as industry associations.

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 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 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

2021-... **Visiting Professor;** Luxembourg School of Business, Luxembourg City.
2021-... **Visiting Professor;** Bologna Business School, University of Bologna, Italy.
2015-... **Visiting Professor;** Department of Economics and Management, 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.
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.
2005-07 **Master Degree. in Communication for Complex Organizations** (with honors), University of Padova (with honors – 110/110 cum laude).
2001-04 **Bachelor in Communication for Business,** University of Padova (with honors – 110/110 cum laude).

Main Publications

(full publication list available upon request)

- 2021 Aversa P, Schreiter, K., Guerrini, F. 2021. The birth of a business icon through cultural branding: Ferrari and the Prancing Horse, 1923 -1947. *Enterprise and Society* ³ (forthcoming).
- 2021 Aversa, P., Furnari, S., Jenkins M. 2021. The primordial soup: Exploring the emotional micro-foundations of cluster genesis. *Organization Science*. ^{1,2} (forthcoming).
- Nominated for the Best Paper Award**, Strategic Management Society Annual Conference - 2018, Paris.
- 2021 Aversa, P., Huyghe, A., Bonadio, G. 2021. First impressions stick: Market entry strategies and category priming in the digital domain. *Journal of Management Studies*. ^{1,2} doi:10.1111/joms.12712
- 2021 Cozzolino, A., Corbo, L., Aversa, P. 2021. Digital platform-based ecosystems: The evolution of collaboration and competition between incumbent producers and entrant platforms. *Journal of Business Research*.³ 125: 385–400.
- 2021 Aversa, P., Formentini, M., Iubatti, D., Lorenzoni, G. 2021. Digital Machines, Space, and Time: Towards a Behavioral Perspective of Flexible Manufacturing. *Journal of Product Innovation Management*,² 38(1): 114-141.
- 2020 Aversa, P., Haefliger, S., Hueller, F., Reza, D. G. 2020. Customer complementarity in the digital space: Exploring Amazon’s business model diversification. *Long Range Planning*.³ (forthcoming).
- 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.
- 1st Prize EBS-SIIE Best-Paper-Award “Innovation Management” 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 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
- ICC Editor’s Choice award**
- 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.

[¹FT 50; ²ABS 4/4*; ³ABS 3]

Research pipeline of complete papers

(paper in progress are available upon request)

Accepted (proposal)
(invited manuscript under revision) Fonti, F., Ross, J., Aversa P., Ertug, G. Leveraging sports data to advance macro management research: A review. (proposal). *Journal of Management*.

Conditionally Accepted Aversa, P., Bianchi, E., Gaio, L., Nucciarelli, A. The Grand Tour: The role of catalyzing places for industry inception. *Academy of Management Journal*.

Nominated for the Best Entrepreneurship Paper Award, OMT Division – AOM Annual Meeting 2021

- 1st Revise & Resubmit** Aversa, P., Pace, C., Taticchi C., Michaelides M. How Does the Adoption of a Sustainable Value Proposition Progressively Influence the Structure of an Ecosystem? *Strategic Management Journal*.
- 1st Revise & Resubmit** Aversa, P., Mesquita, L., Santoni, S., & Marino, A. Middle management team variety and tradeoffs in portfolio decisions. *Journal of Management Studies*.
- 3rd Revise & Resubmit** Aversa, P., Haefliger, S., Baden-Fuller, C. Business model diversification. Supply-side and demand-side complementarities. *Long Range Planning*.
- Reject & Resubmit** Marino A., Santoni, S., Aversa, P. Experience and Firm Performance in a Dynamic Environment: The Moderating Role of Competence Variety. *Strategic Management Journal*.
- In preparation** Aversa, P., Cennamo, C., Lorenzoni, G. Digital transformation in manufacturing ecosystems: A case of integration decoupling. *Organization Science*.^{1,2}

Main 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 endeavors 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).
- 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).
- 2011 **Doctoral Paper Award**, EURAM conference.

Main Grants

- 2020 **IPADE Digital Engagement Project** (research and education); Value: 75,000.
- 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: £35,000.
- 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 **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).

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 – document available).

Research reports

- 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

Invited presentations

- 2020 Vrije Universiteit Amsterdam; Macquarie University, Sydney; University of Trento; Politecnico di Milano.
- 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; Assembla 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.

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.

Teaching and academic support*

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

2020-...	Executive MBA: MBM022 Strategic Leadership
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 hyper-competition: 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**
 2020-... EMBA: Corporate and business strategy.
 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. 4.6 out of 5.0; s.d. 0.3. min: 4.0; max. 4.9.]

Doctoral supervision

- 2019-... Patrick Hallila (First year, Full time Ph.D. candidate, Cass Business School).
 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 conglomerate). |
| 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 Unrulers (executive education). |
| McLaren Applied Technologies (Formula 1). | Leonardo S.p.A. (defence). |
| Callearo S.p.A. (telecommunications/automotive). | Jiangsu Highhope (state-owned conglomerate). |
| RPM Network (motorsport). | Asian Banking Leaders (Banking Malaysia). |
| Husqvarna (power tools) | |

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**, defence 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).

2018, 2017, 2016 & 2014: **Best Reviewer Award**, Technology and Innovation Management Division, Academy of Management.

2017, 2016 & 2013: **Outstanding Reviewer Award**, Business Policy and Strategy Division, Academy of Management.

Editorial positions

2020-... Editorial board of **Academy of Management Discoveries** (AMD).

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, Innovation: Organization and Management; Cambridge University Press; Academy of Management Conference, Strategic Management Conference, EGOS Conference.

Media exposure

2011-21 **Media hits:** 350+ 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.

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