

Paolo Aversa

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Twitter accounts [@aversapaolo](#) (personal); [@AOM_STR](#) (STR Division)

Personal statement

My research interests focus on innovation and the evolution of industries and ecosystems. I usually focus on technology-driven settings to explore phenomena such as radical innovations, digital transformation, and business models, which I investigate with both qualitative and quantitative methods. My explanations often unpack intangible microfoundations, such as cognition, emotions, and socially-constructed processes.

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 such as the House of Commons, the European Commission as well as other national governments, and industry associations.

My pedagogical style fosters experiential learning as a combination of research-driven knowledge with hands-on industry engagement. My teaching experience focuses on the post-graduate, MBA, and executive level. Among other acknowledgements, in 2018 I was listed in the "World's Best 40 under 40 Business Professors".

I am considered one of the leading academic experts in the motorsport and Formula 1 industry, and I have received several honours and grants for my research, teaching, and impact. I serve as non-executive director, board member, and strategy advisors for several companies.

Current affiliation

2022-... **Full Professor of Strategy, Bayes Business School (formerly Cass), City, University of London, UK.**

Prior affiliations

2021-22 **Associate Professor (Reader) in Strategy, Bayes Business School (formerly Cass), City, University of London, UK.**
2017-21 **Associate Professor (Senior Lecturer) in Strategy;** Cass Business School, City, University of London, UK.
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.

Fellowships, visiting and honorary positions

2022-... **Senior Fellow of Higher Education** (ref. number PR239288).
2022 **Visiting Professor;** ESADE Business School, Barcelona, Spain.
2021-22 **Visiting Professor;** UCL School of Management, London, U.K..
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 Founding Member 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.

Editorial positions

- 2023-... Associate Editor, **Journal of Management Studies**.
- 2022-... Member of the Editorial Review Board at **Organization Science**.
- 2022-... Member of the Editorial Review Board at **Journal of Management Scientific Reports** (new SAGE publication started in May 2022).
- 2021-22 Guest Editor of the Special Forum at **Academy of Management Discoveries**: “A Whole Different Ball Game: Exploring the Modern Organizational Context Through the Lens of Sports”.
- 2021-22 Guest Editor of Special Issue at **Journal of Management and Governance** “Leveraging Intersections in Management Theory and Practice”.
- 2020-... Member of the Editorial Review Board at **Academy of Management Discoveries**.

Special Service

- 2022 Co-organizer **SMS Conference Extension** on “Industry Emergence and Evolution in an Open World,” U. of Oxford.
- 2022 Chair of the Committee of the **Academy of Management Discoveries** Best Paper Award 2021.
- 2022 Invited Member of the **Industry Study Association** Emerging Scholar Award Committee.
- 2021 Invited Member of the **Organization Science** Best Dissertation Award Committee.
- 2021-22 Invited Member and Scientific Board of the **SIMA Conference** Best Paper Award Committee.
- 2017-18 Invited Member of the **AOM Technology and Innovation Division** Best Paper Award Committee.

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)

- 2022 Fonti, F., Ross, J., Aversa P. 2022. Using sports data to advance management research: A review and a guide for future studies. *Journal of Management*. ³ (published online).
- 2022 Aversa P., Hueller, F. 2022. **Digital Diversification**, in Cennamo C., Dagnino, G., Zhu, F. *Elgar Handbook of Research on Digital Strategy* (peer reviewed). Forthcoming.
- 2021 Aversa, P., Bianchi, E., Gaio, L., Nucciarelli, A. 2021. The Grand Tour: The role of catalyzing places for industry emergence. *Academy of Management Journal* ^{1,2} (published online).
Finalist for the Best Entrepreneurship Paper Award, OMT Division – AOM Annual Meeting 2021.
- 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 (published online).
- 2021 Aversa, P., Furnari, S., Jenkins M. 2021. The primordial soup: Exploring the emotional micro-foundations of cluster genesis. *Organization Science*. ^{1,2} (published online).
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} 58(7): 1721-1760.

- 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.
- 2021 Aversa, P., Hallila, P. 2021. **Sports Settings in Management Research**. In: Griffin, R. W. (Ed.), *Oxford Bibliographies in Management*. Oxford University Press. doi: [10.1093/OBO/9780199846740-0205](https://doi.org/10.1093/OBO/9780199846740-0205)
- 2020 Aversa, P., Haefliger, S., Hueller, F., & Reza, D. G. 2021. Customer complementarity in the digital space: Exploring Amazon’s business model diversification. *Long Range Planning*,³ 54(5).
- 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*², 27(3): 221-236.
- 2017 Aversa, P., Haefliger, S., Reza, D. 2017. Building a winning a business model portfolio. *MIT Sloan Management Review*^{4,3}, 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
- Included in the “ICC Editor’s Choice”**
- 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

- 4th Revise & Resubmit** Aversa, P., Haefliger, S., Baden-Fuller, C. Business model diversification. Supply-side and demand-side complementarities. *Long Range Planning*.
- 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** Hallila, P., Frankort, H., Aversa. How does external competitive pressure on a firm affect employees’ competitive behaviors? *Academy of Management Journal*.
- In Preparation** Aversa, P., Howard, A., Makarova, M. The social attribution of innovation: Uncovering the heads behind the guillotine. *Academy of Management Journal*.
- Nominated for the 2022 EGOS “That’s Interesting!” Award.**
- In Preparation** Aversa, P. Basil, A., Cozzolino, A. Adaptation Processes after Complementary-Asset Discontinuities: Pre-Conditions, Resubsidizations, and Ecosystem Positioning. *Organization Studies*.

- In preparation*** Sharma, S., Moliterno, T., Aversa, P. Riders on the storm: The behavioral microfoundations of how firms compete with inferior resources. *Organization Science*.
- Winner, 2022 Best Proposal Award for Rigor in Research**, Competitive Strategy Interest Group; Strategic Management Society.
- In preparation*** Aversa, P. Iannucci, V. Changing tune: Exploring processes and tensions In the transition from movement to business. *Academy of Management Journal*.
- In preparation*** Aversa, P., Moeen, M. Breaking the sound but not the scale barrier: Understanding industry stall through the rise and fall of the Concorde. *Administrative Science Quarterly*.
- In preparation*** Aversa, P., Bettiol M., Capestro, M., DiMaria, E., Ozcan, P. Cluster rebooting: Microfoundations of technological adaptation in regional industries. *Organization Science*.

*Full paper available

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 **Best Doctoral Paper Award**, EURAM Conference.

*More than 20 awards; full list available upon request. Please see my paper awards in the publication and pipeline list.

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

- 2021 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

- 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). Funded by EPSRC via the Institute of Manufacturing, University of Cambridge.

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

2022 University of York; Toulouse Business School; IESE; ESADE; Vrije Universiteit Amsterdam; Ludwig Maximilian University of Munich, Università della Svizzera Italiana; University of Zurich; HEC Montréal; Università di Trento; University of Oxford.

2021 UCL.

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

2019 STR Research committee day, The Wharton School; UCD Dublin; Assemblea 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; Assemblea 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; Virtual 2020; Virtual 2021; Seattle 2022.
SMS Conference	Washington 2009; Rome 2010; Miami 2011; Prague 2012; Atlanta 2013; Madrid 2014; Denver 2015; Bolzano 2016 (keynote); Milan 2017; Paris 2018, Virtual 2019, Milan 2022, London 2022, Oxford Extension 2022 (co-organizer).
EGOS Colloquium	Helsinki 2012; Montreal 2013; Rotterdam 2014; Athens 2015; Naples 2016; Tallinn 2018; Edinburgh, 2019, Amsterdam 2021 (track keynote); Wien 2022; Cagliari 2023 (sub-plenary keynote)
R&D Management	Trento 2022 (Doctoral Colloquium Keynote; Track Chair)
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-... **Bayes Business School (formerly Cass), City, University of London**

2022-00 Modular Executive MBA: MBM030 Corporate Strategy

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.
2020-...	Luxembourg School of Business
2020-...	EMBA: Strategy and Business Transformation
2020-...	Exec. Education: Business Model Innovation and Digital Transformation.
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

2022-...	Taylo Agisim (First year, Executive PhD. Candidate, Bayes Business School).
2019-...	Patrick Hallila (First year, Full time Ph.D. candidate, Bayes Business School).
2018-...	Francesca Hueller (Second year, Full time Ph.D. candidate, Bayes Business School).
2017-...	Rafael Ramírez de Alba López (Second year, Executive Ph.D. candidate, Bayes 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).
 Cass Innovate.
 McLaren Applied Technologies (Formula 1).
 Calearo S.p.A. (telecommunications/automotive).
 RPM Network (motorsport).
 Husqvarna (power tools).

Technogel (chemicals).
 City Unriversity (executive education).
 Leonardo S.p.A. (defence).
 Jiangsu Highhope (state-owned conglomerate).
 Asian Banking Leaders (Banking Malaysia).
 MBDA (defense).
 Xiaomi (cell phones)

Professional experience

2022-... Non-Executive Director, Zonin1821.
 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

2022 **SMS Conference Extension on “Industry emergence & evolution in an open world” – co-organizer and co-chair.** Saïd Business School, Oxford U., September 2022.
 2022... External evaluator for the **European Commission’s ERC Starting Grants.**
 2022 **R&D Management Conference on “Industry, cluster and ecosystem emergence” – track co-organizer** – U. Of Trento, July 2022.
 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, American Sociological Review, 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; Oxford University Press: Academy of Management Conference, Strategic Management Conference.

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

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

Media exposure

2011-22 **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.

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