

Carmelo Cennamo

Affiliate Professor



Knowledge Group: Strategy and Operations

Research Domains: Digital Transformation

Teaching Domains: Digital Innovation, Competitive Advantage, New Business Models, Technology Management, Competitive Positioning

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Biography

Carmelo Cennamo is a SDA Affiliate Professor of Digital Transformation at SDA Bocconi School of Management. He is Professor of Strategy and Entrepreneurship at Copenhagen Business School.

At SDA Bocconi, as a subject matter expert, Carmelo conducts the project "A guide to platform economy for incumbents", part of the Devo Lab research activities

A frequent speaker in academic, corporate and industry events on platform competition, ecosystem strategy and digital transformation, he also actively contributes to the public debate on the regulatory framework for digital platforms and digital markets.

His research activities focus on platform competition, ecosystem strategy, digital markets and digital transformation. His current research addresses three main questions. The first is the impact of digital platforms on competitive dynamics in a market/sector. The second focuses on the role of ecosystem governance for competitive advantage in companies. The third is aimed at understanding the factors driving digital platform disruption of incumbent businesses and entire sectors.

He is the author of numerous articles on his topics of interest. His work has been published in the Strategic Management Journal, Organization Science, The Journal of Management, Research Policy, The Journal of Management Studies, The Academy of Management Perspectives, The Academy of Management Discoveries, Information Systems Research, The MIT Sloan Management Review, The California Management Review, among others. Carmelo has won numerous research awards, including the Best Paper Prize (finalist) from the Strategic Management Society (2014, 2018), Best Paper Award (finalist, 2017), Best Paper Proceedings (2017, 2015, 2013), Best Dissertation Award (finalist, 2011), and Distinguished Student Paper Award (2010) from the Academy of Management. Carmelo has served as a guest associate editor for the Information Systems Research's special Issue on platforms and infrastructures in the digital age, and as a guest editor for the California Management Review's special section on Digital transformation. He is a member of the Strategic Management Society (SMS) and the Academy of Management and a member of

the Scientific Board of AgendaDigitale.eu.

Carmelo earned an MSc in Economics from Università Bocconi and a PhD in Strategic Management from IE Business School. He is married with two children.

Articles in Scholarly Journals

Externalities and complementarities in platforms and ecosystems: From structural solutions to endogenous failures

JACOBIDES, M. G., C. CENNAMO, A. GAWER, "Externalities and complementarities in platforms and ecosystems: From structural solutions to endogenous failures", Research Policy, 2024, vol. 53, no. 1, pp. 104906

Competing for attention on digital platforms: The case of news outlets

MEYER, T., A. KERKHOF, C. CENNAMO, T. KRETSCHMER, "Competing for attention on digital platforms: The case of news outlets", Strategic Management Journal, 2024, vol. 45, no. 9, pp. 1731-1790

Digital Platforms Regulation: An Innovation-Centric View of the EU's Digital Markets Act

CENNAMO, C., T. KRETSCHMER, P. CONSTANTINIDES, C. ALAIMO, J. SANTALÓ, "Digital Platforms Regulation: An Innovation-Centric View of the EU's Digital Markets Act", Journal of European Competition Law & Practice, 2023, vol. 14, no. 1, pp. 44-51

Gig, el poder de fijar el precio en una plataforma de servicios - Who Should Price a Gig?

KARANOVIC, J., E. J. ALTMAN, C. CENNAMO, "Gig, el poder de fijar el precio en una plataforma de servicios - Who Should Price a Gig?", Mit Sloan Management Review, 2023, vol. 65, no. 1, pp. 62-67

User preferences and strategic interactions in platform ecosystems

PANICO, C., C. CENNAMO, "User preferences and strategic interactions in platform ecosystems", Strategic Management Journal, 2022, vol. 43, no. 3, pp. 507-529

Assessing Incumbents' Risk of Digital Platform Disruption

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Unlocking Innovation in Healthcare: The Case of the Patient Innovation Platform

CENNAMO, C., P. OLIVEIRA, L. ZEJNIOVIC, "Unlocking Innovation in Healthcare: The Case of the Patient Innovation Platform", California Management Review, 2022, vol. 64, no. 4, pp. 47-77

Competing In Digital Markets: A Platform-Based Perspective

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In search of complementarities within and across platform ecosystems: Complementors' relative standing and performance in mobile apps ecosystems

TAVALAEI, M. M., C. CENNAMO, "In search of complementarities within and across platform ecosystems: Complementors' relative standing and performance in mobile apps ecosystems", Long Range Planning, 2021, vol. 54, no. 5, pp. 101994

Two sides of the same coin? Decentralized versus proprietary blockchains and the performance of digital currencies.

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Removing bottlenecks in business ecosystems: The strategic role of outbound open innovation

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Managing Digital Transformation: Scope of Transformation and Modalities of Value Co-Generation and Delivery

CENNAMO, C., G. B. DAGNINO, A. DI MININ, G. LANZOLLA, "Managing Digital Transformation: Scope of Transformation and Modalities of Value Co-Generation and Delivery", California Management Review, 2020, vol. 62, no. 4, pp. 5-16

Generativity Tension and Value Creation in Platform Ecosystems

CENNAMO, C., J. SANTALÓ, "Generativity Tension and Value Creation in Platform Ecosystems", Organization Science, 2019, vol. 30, no. 3, pp. 617-641

Towards a theory of ecosystems

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Platform Architecture and Quality Trade-offs of Multihoming Complements

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Building the Value of Next-Generation Platforms: The Paradox of Diminishing Returns

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Governing the City: Unleashing Value from the Business Ecosystem

VISNJIC, I., A. NEELY, C. CENNAMO, N. VISNJIC, "Governing the City: Unleashing Value from the Business Ecosystem", California Management Review, 2016, vol. 59, no. 1, pp. 109-140

How to Avoid Platform Traps

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Platform Competition: Strategic Tradeoffs in Platform Markets

CENNAMO, C., J. SANTALÒ, "Platform Competition: Strategic Tradeoffs in Platform Markets", Strategic Management Journal, 2013, vol. 34, pp. 1331-1350

Does Stakeholder Management have a Dark Side?

CENNAMO, C., P. BERRONE, L. R. GOMEZ-MEJIA, "Does Stakeholder Management have a Dark Side?", Journal of Business Ethics, 2009, vol. 89, no. 4, pp. 491-507

Other

Not just a game, but a game changer

CENNAMO, C., "Not just a game, but a game changer", Via Sarfatti 25, 2024, no. 3, pp. 52-54

Startup, ecco il principale problema che frena quelle italiane

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Startup e Pmi innovative, s'è persa la bussola politica: quali speranze nel 2017

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Startup, a chi vanno i soldi? Ecco lo studio che rivela lo stato dell'arte in Italia

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La Strategia Paese ha dimenticato le piattaforme digitali

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Format di open innovation al debutto in Italia: un esempio

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Le startup italiane dimenticano il territorio. E fanno molto male

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I due diversi modelli di smart city: uno studio analizza Vienna, Chicago, Londra

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Ecco come rendere la PA un motore di startup innovative

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Startup, non bastano gli incentivi: manca una visione Paese

CENNAMO, C., "Startup, non bastano gli incentivi: manca una visione Paese", Agenda Digitale, 9 January 2014

Proceedings/Presentations

Big Tech, Small Tech, and the Dynamics of Technology Life Cycle: The Case of AI's Evolution

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Name Your Price: Dual Strategic Responses to Platform Design Change

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"In Medio Stat Virtus": Targeted Ad in Social Media Platforms with Heterogeneous Participants

MORINO, P., C. PANICO, C. CENNAMO, "'In Medio Stat Virtus": Targeted Ad in Social Media Platforms with Heterogeneous Participants" in 83rd Annual Meeting of the Academy of Management, 4-8 August, 2023, Boston, United States of America

Big Tech, Small Tech, and the Technology Life Cycle: The Case of Artificial Intelligence's Evolution

CENNAMO, C., Y. CHEN, C. PANICO, "Big Tech, Small Tech, and the Technology Life Cycle: The Case of Artificial Intelligence's Evolution" in SMS 43rd Annual Conference, 30 September-3 October, 2023, Toronto, Canada

Big Tech's Impact on Innovation Trajectories: Dynamic Relation between Corporate Activities and Market Activities

CHEN, Y., C. CENNAMO, C. PANICO, "Big Tech's Impact on Innovation Trajectories: Dynamic Relation between Corporate Activities and Market Activities" in DRUID 2023 Conference, June 10-12, 2023, Lisbon, Portugal

How do Humans and Algorithms Interact? Augmentation, Automation, and Co-specialization for Greater Precision in Decision-Making

PANICO, C., S. MURTINU, C. CENNAMO, "How do Humans and Algorithms Interact? Augmentation, Automation, and Co-specialization for Greater Precision in Decision-Making" in DRUID 2023 Conference, June 10-12, 2023, Lisbon, Portugal

How Platforms Governance Affects Entrepreneurs' Capacity to Attract Funding

TOROI, J., C. CENNAMO, A. MOHAMMADI, "How Platforms Governance Affects Entrepreneurs' Capacity to Attract Funding" in DRUID 2023 Conference, June 10-12, 2023, Lisbon, Portugal

"In Medio Stat Virtus": Targeted Advertising in Social Media Platforms with Heterogeneous Participants

MORINO, P., C. PANICO, C. CENNAMO, "'In Medio Stat Virtus': Targeted Advertising in Social Media Platforms with Heterogeneous Participants" in DRUID 2023 Conference, June 10-12, 2023, Lisbon, Portugal

Competing for Attention on Information Platforms: The Case of Local News Outlets

MEYER, T., A. KERKHOF, C. CENNAMO, T. KRETSCHMER, "Competing for Attention on Information Platforms: The Case of Local News Outlets" in DRUID 2022 Conference, June 13-15, 2022, Copenhagen, Denmark

Digital Transformation and Incumbent Businesses: How to Understand and Assess Platform Disruption

CENNAMO, C., L. DIAFERIA, A. GAUR, G. SALVIOTTI, "Digital Transformation and Incumbent Businesses: How to Understand and Assess Platform Disruption" in 3rd Competitive Renaissance Through Digital Transformation Conference, February 18-19, 2021, Pavia, Italy

The "love effect" in crowdfunding markets: How platform selective promotion of projects affects value creation

CENNAMO, C., I. CONSTANTIOU, M. WESSEL, "The "love effect" in crowdfunding markets: How platform selective promotion of projects affects value creation" in DRUID21 Conference, October 18-20, 2021, Copenhagen, Denmark

Platform-based Disruption: The Dual Effect of Digital Platforms on Incumbent Firms

MEYER, T., C. CENNAMO, E. D. YILMAZ, "Platform-based Disruption: The Dual Effect of Digital Platforms on Incumbent Firms" in DRUID21 Conference, October 18-20, 2021, Copenhagen, Denmark

Digital Transformation in Manufacturing Ecosystems: A Case of Integration Decoupling

AVERSA, P., C. CENNAMO, G. G. LORENZONI, "Digital Transformation in Manufacturing Ecosystems: A Case of Integration Decoupling" in The Academy of Management Annual Meeting 2020: Broadening Our Sight - 7 -11 August, 2020, (Online Event)

For Which Incumbents Are Digital Platforms Really a Threat? - The Role of Asset Ownership

MEYER, T., C. CENNAMO, "For Which Incumbents Are Digital Platforms Really a Threat? - The Role of Asset Ownership" in The Academy of Management Annual Meeting 2019: Understanding the Inclusive Organization - 9 -13 August, 2019, Boston, United States of America

Stock versus Novelty: Technology Adoption Momentum Revisited

CENNAMO, C., M. M. TAVALAELI, "Stock versus Novelty: Technology Adoption Momentum Revisited" in EURAM '18, June 19-22, 2018, Reykjavík, Iceland

What drives a platform's strategy? Usage, membership and competition effects

CENNAMO, C., C. PANICO, "What drives a platform's strategy? Usage, membership and competition effects" in Academy of Management Annual Conference - 7-11 August, 2015, Vancouver, Canada

Beyond what and why: understanding organizational evolution towards sustainable enterprise models

ZOLLO, M., C. CENNAMO, K. NEUMANN, "Beyond what and why: understanding organizational evolution towards sustainable enterprise models" in 13th EURAM Conference, 26-29 June, 2013, Istanbul, Turkey

Family versus non-family CEO and firm performance: Moderating effects of firm size, stock exchange affiliation and location

CORBETTA, G., C. CENNAMO, L. NALDI, "Family versus non-family CEO and firm performance: Moderating effects of firm size, stock exchange affiliation and location" in 11th Annual IFERA (International Family Enterprise Research Academy) Conference - June 28-July 1, 2011, Palermo, Italy

Research Notes or short Articles in Journals

Should Your Company Build an Open or Closed Ecosystem?

CENNAMO, C., F. ZHU, "Should Your Company Build an Open or Closed Ecosystem?", Harvard Business Review, 23 July 2024

Can the EU Regulate Platforms Without Stifling Innovation?

CENNAMO, C., D. D. SOKOL, "Can the EU Regulate Platforms Without Stifling Innovation?", Harvard Business Review, 1 March 2021

Edited Books

Research Handbook on Digital Strategy

CENNAMO, C., G. DAGNINO, F. ZHU (Eds.), "Research Handbook on Digital Strategy" - 2023, Edward Elgar Publishing, Cheltenham

Research Reports

A guide to Platform Economy for Incumbents

SALVIOTTI, G., A. GAUR, C. CENNAMO, L. DIAFERIA - "A guide to Platform Economy for Incumbents" - 2020, DEVO Lab - SDA Bocconi School of Management, Milan, Italy