

# Carmelo Cennamo

Fellow



**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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## Articles in Scholarly Journals

### **Are Social Media Platforms a Threat to Democracy? An Ecosystem Governance Perspective**

CENNAMO, C., J. KARANOVIC, "Are Social Media Platforms a Threat to Democracy? An Ecosystem Governance Perspective", *Journal of Management Studies*, 2026

### **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**

CENNAMO, C., L. DIAFERIA, A. GAUR, G. SALVIOTTI, "Assessing Incumbents' Risk of Digital Platform Disruption", MIS Quarterly Executive, 2022, vol. 21, no. 1, pp. 55-74

## **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**

CENNAMO, C., "Competing In Digital Markets: A Platform-Based Perspective", Academy of Management Perspectives, 2021, vol. 35, no. 2, pp. 265-291

## **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.**

CENNAMO, C., C. MARCHESI, T. MEYER, "Two sides of the same coin? Decentralized versus proprietary blockchains and the performance of digital currencies.", Academy of Management Discoveries, 2020, vol. 6, no. 3, pp. 382-404

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

MASUCCI, M., S. BRUSONI, C. CENNAMO, "Removing bottlenecks in business ecosystems: The strategic role of outbound open innovation", Research Policy, 2020, vol. 49, no. 1, pp. 103823

## **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**

JACOBIDES, M. G., C. CENNAMO, A. GAWER, "Towards a theory of ecosystems", Strategic Management Journal, 2018, vol. 39, no. 8, pp. 2255-2276

## **Platform Architecture and Quality Trade-offs of Multihoming Complements**

CENNAMO, C., H. OZALP, T. KRETSCHMER, "Platform Architecture and Quality Trade-offs of Multihoming Complements", Information Systems Research, 2018, vol. 29, no. 2, pp. 461-478

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

CENNAMO, C., "Building the Value of Next-Generation Platforms: The Paradox of Diminishing Returns", Journal of Management, 2018, vol. 44, no. 8, pp. 3038-3069

## **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**

CENNAMO, C., J. SANTALÓ, "How to Avoid Platform Traps", Mit Sloan Management Review, 2015, vol. 57, pp. 12-15

## **Platform Competition: Strategic Tradeoffs in Platform Markets**

CENNAMO, C., J. SANTALÓ, "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

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## **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**

CENNAMO, C., "Startup, ecco il principale problema che frena quelle italiane", Agenda Digitale, 21 February 2018

### **Startup, la mappa che spiega il primato di Milano**

CENNAMO, C., A. J. BREGU, "Startup, la mappa che spiega il primato di Milano", Agenda Digitale, 4 July 2017

### **Startup in rosso, ma il capitale umano è il vero problema**

CENNAMO, C., "Startup in rosso, ma il capitale umano è il vero problema", Agenda Digitale, 3 February 2017

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

CENNAMO, C., "Startup e Pmi innovative, s'è persa la bussola politica: quali speranze nel 2017", Agenda Digitale, 2 January 2017

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

CENNAMO, C., "Startup, a chi vanno i soldi? Ecco lo studio che rivela lo stato dell'arte in Italia", Agenda Digitale, 15 September 2016

### **"Pmi innovative"? Ecco perché la visione del Governo ha il fiato corto**

CENNAMO, C., "“Pmi innovative”? Ecco perché la visione del Governo ha il fiato corto”, Agenda Digitale, 5 April 2016

### **La Strategia Paese ha dimenticato le piattaforme digitali**

CENNAMO, C., "La Strategia Paese ha dimenticato le piattaforme digitali", Agenda Digitale, 29 December 2015

### **Format di open innovation al debutto in Italia: un esempio**

CENNAMO, C., "Format di open innovation al debutto in Italia: un esempio", Agenda Digitale, 10 December 2015

### **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**

CENNAMO, C., "I due diversi modelli di smart city: uno studio analizza Vienna, Chicago, Londra", Agenda Digitale, 10 September 2015

### **Ecco come rendere la PA un motore di startup innovative**

CENNAMO, C., "Ecco come rendere la PA un motore di startup innovative", Agenda Digitale, 11 April 2014

### **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

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## **Proceedings/Presentations**

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

CHENG, Y., C. CENNAMO, C. PANICO, "Big Tech, Small Tech, and the Dynamics of Technology Life Cycle: The Case of AI’s Evolution" in 84th Annual Meeting of the Academy of Management, August 9-13, 2024, Chicago, IL, United States of America

### **Name Your Price: Dual Strategic Responses to Platform Design Change**

KARANOVIC, J., H. OZALP, C. CENNAMO, M. BOONS, "Name Your Price: Dual Strategic Responses to Platform Design Change" in 84th Annual Meeting of the Academy of Management, August 9-13, 2024, Chicago, IL, United States of America

### **“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. MURINU, 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. TAVALAEI, "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

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## **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

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## **Edited Books**

### **Research Handbook on Digital Strategy**

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

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## 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