

# Antonio Ghezzi

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## GENERAL INFORMATION

### *CONTACT DETAILS*

Politecnico di Milano  
Department of Management Economics and  
Industrial Engineering  
20156 Milan, Italy

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<http://www.mip.polimi.it/mip/it/globals/faculty/ghezzi-antonio.html>  
[http://www.dig.polimi.it/index.php?id=581&tx\\_wfqbe\\_pi1\[id\]=670](http://www.dig.polimi.it/index.php?id=581&tx_wfqbe_pi1[id]=670)

Nationality: Italian  
Date of birth: October 15<sup>th</sup>, 1983  
Marital status: Married

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## SUMMARY

### *CURRENT POSITION AND APPOINTMENTS*

2016-present Professor of Strategy & Marketing

**Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

- Since 2014-2015, Professor in 2 Master of Science courses taught in English: Business Strategy (Como campus) and Strategy & Marketing (Milan Bovisa campus).
- Since 2009-2010, Assistant Professor in 2 Master of Science courses taught in English: Business Strategy, Prof. Andrea Rangone (Como campus) and Strategy & Marketing, Prof. Andrea Rangone (Milan Bovisa campus).
- Since 2007-2008, Assistant Professor in 7 Bachelor courses (e.g. Economics and Business Management, Production Plants and Organizational Design) over Politecnico di Milano's Milan Bovisa, Como, Cremona and Piacenza campuses.

2014-2016 Assistant Professor

**Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

2011-present Core Faculty member – Corporate Strategy Area

#### **MIP Graduate School of Business**

- Since 2018, Vice-Director of Corporate Division
- Since 2018, Director of the Master in Startups Development (Specializing Masters Division)

- Since 2018, Co-Director of the course “Entrepreneurship, Innovation and Startups” organized with Polihub – Startup District and Incubator.
- Since 2015, lecturer and/or co-coordinator of Strategy, Entrepreneurship and Digital Innovation courses at EMBA, Part Time EMBA, Evening EMBA, FLEX EMBA, INTERNATIONAL FLEX EMBA, FULL TIME INTERNATIONAL MBA, PART TIME INTERNATIONAL MBA, Master in Management.
- Since 2011, involved in 50 editions of over 25 courses in the MBA, EMBA, Management Academy, Corporate, IPA and Specializing Masters Divisions at MIP – Graduate School of Business.

2007-present Involvement in administrative and institutional tasks

**Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

- Since 2017, member of the “Faculty Management” group (Head: Prof. Raffaella Cagliano)
- Since 2016, Professor (with Prof. Emanuele Lettieri and Prof. Guido Micheli) at the PhD Course “Literature Review in Social Sciences and Engineering - Epistemology of Research in Social Sciences” – PhD in Management Engineering, Politecnico di Milano.
- Since 2015, DIG Representative at the Industrial Engineering Commission for the “State Exam”.
- Since 2015, DIG Representative at the evaluation committee for Erasmus + for Traineeship.
- Since 2014, Delegate of the President of the Consiglio del Corso di Studi (CCS), at the Steering Committee at Como campus.
- Since 2007, Member of the Communication, orientation and promotion team at the Cremona campus.

### ***SCHOLARLY IMPACT AND MAIN BIBLIOMETRIC INDICATORS***

- Refereed publications: 79 (31 journal articles; 1 book; 11 book chapters; 36 conference proceedings).
- 456 Scopus citations.
- 760 Google Scholar citations.
- Scopus H-index: 13.
- Reviewer for 24 scientific international journals (e.g. International Journal of Management Reviews, Technological Forecasting and Social Change, Journal of Product Innovation Management, Journal of Information Technology, Journal of Cleaner Production).

### ***INVOLVEMENT IN INTERNATIONAL PROJECTS***

- In 2015-2016, Research Coordinator of the “Entrepreneurship” stream within EU Horizon2020-funded project “CREA” (Creativity & ICT for new entrepreneurship).
- In 2010-2013, Research Coordinator and co-Work Package Leader of EU FP7-funded project “ETICS” (Economics and Technologies for Inter-Carrier Services)
- In 2005, Deliverable coordinator of EU FP5-funded project “ETICS” “NOBEL” (Next Generation Optical Broadband Network for European Leadership).
- Since 2009, Standing Committee Member at the International Conference on Mobile Business (ICMB).

### ***INVOLVEMENT IN APPLIED RESEARCH PROJECTS***

- Since 2014, Director of the Hi-tech Startups Observatory at the Politecnico di Milano School of Management's *Osservatori Digital Innovation* Research Center.
  - Since 2014, Scientific Advisor of the Startup Intelligence Observatory at the Politecnico di Milano School of Management's *Osservatori Digital Innovation* Research Center.
  - Since 2006, Researcher and Senior Researcher in the Mobile area Observatories (e.g. Mobile Content, Internet and Apps, Mobile Marketing & Service, Mobile Payment) at the Politecnico di Milano School of Management's *Osservatori Digital Innovation* Research Center.
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## **ACADEMIC BACKGROUND**

Antonio Ghezzi graduated in Management Engineering at Politecnico di Milano (Academic Year 2006-2007) with a thesis entitled "Mobile Content & Service: a Strategy Analysis Model for Mobile Technology Providers", supervised by Prof. A. Rangone.

He earned a Ph.D. in Management Engineering (XXIII cycle) in 2011 from Politecnico di Milano – Department of Management, Economics and Industrial Engineering, with a thesis entitled "A Reference Framework for Strategy Analysis in the Mobile Telecommunications Industry" (supervisor and tutor: Prof. A. Rangone).

In January 2014 he qualified as Assistant Professor (RTD A) at Politecnico di Milano – Department of Management, Economics and Industrial Engineering.

He has been employed since July 2016 as Senior Assistant Professor (RTD B) by Politecnico di Milano – Department of Management, Economics and Industrial Engineering.

He is member of the Core Faculty at Politecnico di Milano's MIP Graduate School of Business since 2011, where he has been coordinating and lecturing in several courses in the Strategic Management, Entrepreneurship and Digital Innovation areas. More specifically, he is Vice-Director of Corporate Division; Director of the Specializing Master entitled "Master in Startup Development"; Director of the course Entrepreneurship, Innovation and Startups; course coordinator of: "*Strategy-in-Action & Startup*" Elective course – EMBA; "*Strategy*" course – PART-TIME EMBA Milano; "*Strategy*" at International full time and Part-time MBA; "*Strategy basic*", "*Strategy advanced*", "*Corporate Entrepreneurship and Startup*" and "*Digital Disruption & Digital Strategy*" courses – Management Academy; "*Strategy & Marketing*" course – FLEX EMBA (distance learning Executive MBA); and several other courses in the Strategic Management, Entrepreneurship and Digital Innovation areas.

He is academic member of the Politecnico di Milano School of Management's *Osservatori Digital Innovation* Research Center.

He is Director of the *Hi-tech Startups* and *Startup Intelligence* "Observatory" since 2014. Since 2006, he has been involved in – through the *Osservatori Digital Innovation* Research Centre – in numerous Research projects in the role of Researcher, Senior Researcher and Coordinator (*Mobile Value Added Services, Mobile Content, Mobile Content & Internet, Mobile Marketing & Service, Mobile Payment, Mobile Finance, Hi-tech Startups* and *Startup Intelligence*).

Among his administration tasks within Politecnico di Milano, since 2015 he is representative of Politecnico di Milano – Department of Management, Economics and Industrial Engineering in the Industrial Engineering Commission for the "State Exam" (Professional qualification to enrol in the

Official Charter of Italian Engineers); and member of the Steering Committee at the Como campus since 2014.

He took part in several European Union-funded projects as Work-Package Leader and Researcher, including *NOBEL*, *ETICS* and *CREA*. He entertains international research cooperation with the research groups of these projects.

He is reviewer for 24 international journals since 2012, including *Technology Forecasting & Social Change*, *International Journal of Management Reviews*, *Journal of Product Innovation Management*, *Management Decision*, *Information and Management*, *Technovation*, *Journal of Information Technology*, *International Journal of Information Management* and *Technology Analysis and Strategic Management*.

He is Standing Committee Member at the International Conference on Mobile Business (ICMB) since 2009, and acted as Conference Organizing Chair at ICMB 2011 and GMR 2011 (Como, Italy).

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## EDUCATION AND QUALIFICATIONS

**Ph.D.** (2011) **Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

**M.Sc.** (2007) **Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

**BBA** (2005) **Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

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## RESEARCH ACTIVITY

### *CURRENT AND PAST RESEARCH POSITIONS*

2016-present Senior Assistant Professor (RTDB)

**Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

2014-2016 Assistant Professor (RTDA)

**Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

2011-present Core Faculty member

**MIP Graduate School of Business**

2011-2013 Post-doc Research Fellow

**Politecnico di Milano** – Department of Management, Economics and Industrial Engineering

## **RESEARCH INTERESTS**

Antonio Ghezzi's research activity has been largely dealing with Strategy, Entrepreneurship and Business Model Design, Innovation and Validation for incumbents and startups, with a specific focus on three main streams:

1. the design of business models, the process of business model innovation and validation, and the relationship between the business model and strategy (*Business Model Design and Innovation*);
2. the formulation and planning of strategy, the strategic positioning characterizing Digital actors, and the influence of dynamicity and volatility (characterizing the Digital industry) on the strategic planning process (*Strategy Formulation Process*);
3. the analysis and assessment of the resources, competencies and capabilities endowment of Digital actors (*Resource and competence-based Theory*).

Consistently with these three research streams (that mostly cover the past and present research activity performed), Antonio Ghezzi's present and future research effort will also be focusing on two additional streams:

4. the study of how new ventures or "Startups" design, innovate and validate their business model (*Strategic Entrepreneurship, Scientific Approach to Entrepreneurship and Lean Startups Approaches*);
5. the study of how Digital Technology and Digital Innovation can enable (or hinder) Business Model Innovation in both traditional and born-digital players (*Digitally-enabled Business Model Innovation*)

## **Business Model Design (BMD) and Innovation (BMI)**

The main objectives of this research stream have been the following:

- to design actor-specific frameworks and taxonomies of business models in the Digital business, thus highlighting the actor-specific building blocks and parameters that shall be taken into account when designing a business model. This research leveraged the research activity carried out both in the School of Management's Observatories Research Center and the NOBEL-ETICS EU-funded projects, resulting in: the development of a business model reference framework for Mobile Technology Providers; the creation of a taxonomy of Future Internet Carriers' business models; and the multi-dimensional assessment of the impacts of original assured quality-based business models by Internet Carriers;
- to investigate the relationship between the business model and other strategic concepts and constructs, so as to contribute to strengthen the theoretical and practical ties between this relatively new model and other more consolidated models, while attempting to mend some of the business model's limitations. This research specifically investigated the relationship between the business model and the value network theory, as well as the integration between the business model and the resource and competence-based theory.
- to study the inherent relationship between business model design & innovation and Strategy, so as to contribute to enhance the theoretical framing around the business model itself. The research in this field underscored the role of the business model as a tool to support strategy execution and implementation, and addressed the process and dynamics of business model innovation;

- to highlight the role of the business model as a possible enabler for technology diffusion, in order to extend technology diffusion theory upstream and consider that technology diffusion (and use) are triggered by a preliminary process of technology activation, which also depends on the business model adopted by the technology suppliers in the offer side;
- to address the process of business model design & innovation from the standpoint of Digital new ventures or “startups”, in order to underscore the peculiarity of these process performed by new ventures when compared to consolidated companies, while addressing the relationship between startup business models and new practitioner-oriented approaches such as the Lean Startup Approach.

## **Strategy Formulation Process**

The main objectives of this research stream have been the following:

- to analyze the strategies, strategic moves and strategic planning process of actors in the Digital context. This research resulted in the assessment of the strategic positioning of Mobile Network Operators, in the identification of common pitfalls and shortcomings in the strategic planning process undertaken by Mobile players, and in the depiction of the evolutionary strategies in the Future Internet interconnections value network;
- to investigate the effects of discontinuity and volatility (both “environment-driven”, i.e. external and exogenous, and “enterprise-driven”, i.e. internal and endogenous) on the strategic planning process of Digital actors. This research stemmed from the consideration that discontinuity and volatility is an inherent characteristic of the Digital macro-industry, and resulted in arguing that such phenomena significantly influences Digital players’ strategy and performance, while also representing a trigger for strategic re-planning;
- to assess the nexus existing between open innovation initiatives and the overall business strategies of actors in the Mobile value network, so as to classify the open innovation-strategy nexus on its key dimensions while highlighting the key managerial issues emerging in the attempt to relate open innovation to strategy in the Mobile industry.

## **Resource and competence-based Theory**

The main objectives of this research stream have been the following:

- to identify the resources, competencies and capabilities (R&C&C) portfolio of Digital players, so as to highlight the actual endowment of R&C&C owned by different players categories (e.g. Mobile Network Operators, Mobile Technology Providers, Internet Carriers) and compare their ability to achieve and sustain competitive advantage based on those resources;
- to propose a set of methods to assess the core status of resources, competencies and capabilities of Digital actors, thus supporting the operationalization of the traditional core tests (i.e. inimitability, appropriation, non-substitution, competitive superiority and durability) by means of a mixed approach named fuzzy assessment framework based on both multiple case studies and fuzzy sets theory;
- to investigate the effects of discontinuity and volatility on the resources, competencies and capabilities endowment of Digital actors, with specific reference to the effects of the distribution paradigm shift which occurred in the Mobile Content market (from mobile portal to mobile applications store) on the core R&C&C of Mobile Network Operators.

## **Strategic Entrepreneurship, Scientific Approach to Entrepreneurship and Lean Startups Approaches**

The main objectives of this research stream that is driving the current and future research effort will be the following:

- to study how the business model (intended as a startup's value architecture) can constitute a new unit of analysis that connects Entrepreneurship and entrepreneurial, opportunity-seeking action with Strategy and strategic, advantage-seeking action;
- to investigate how startups in the context of Digital Entrepreneurship can design, experiment and validate their Business Model through a scientific approach to entrepreneurship based on the emerging Lean Startup Approaches (intended as a combination of Lean Startup and Customer Development).
- to investigate the process of Open Innovation undertaken by consolidated companies by means of a growing interaction and collaboration with the external source of innovation represented by Startups. Such Startups-enabled Open Innovation is analyzed from a Digital perspective, starting from the consideration that the Open Innovation process is more and more often seen and interpreted through the "lenses" of Digital innovations by consolidated companies;
- to study the strategic implications of the process of inbound Open Innovation triggered by Startups, in terms of (i) the redesign and innovation of companies' business models; (ii) the modification of traditional industries' value networks; (iii) the exploitation of the existing portfolio of resources, competencies and capabilities (R&C&C) in the new contexts, coupled with the possible need to review and reposition such existing portfolio thanks to complementary R&C&C provided by startups; and (iv) the modification the companies' strategy formulation process;
- to highlight specific phenomena related to and driven by Open Innovation through Startups, e.g. Crowdsourcing, Corporate Entrepreneurship, Corporate Venture Capital.

### **Digitally-enabled Business Model Innovation**

- to study what is the role of digital innovation as an enabler (or barrier) for BMI;
- to identify and assess the different impacts of digital technologies on an incumbent's or a startup's value generation, delivery and capture processes;
- to analyze what are the antecedents, moderators, mediators and outcomes of Digitally-enabled BMI;
- to investigate the relationship between a company's Digitally-enabled Business Model and its overarching Digital Strategy.

### ***INTERNATIONAL RESEARCH PROJECTS***

- Coordinator of the "Entrepreneurship" stream within CREA (Creativity & ICT for new entrepreneurship), a two-years project funded by Horizon2020, the European Programme for research and innovation. CREA hosts a European Network of Summer Academies for the development of innovative business ideas focused on Creativity and ICT and a Business Idea Contest to bring closer investors, business angels and start-ups.
- Research Coordinator and co-Work Package Leader of "ETICS" (Economics and Technologies for Inter-Carrier Services), a 3-years EU project funded within FP7

(FP7/2007-2013). Leader of WP3: Economy & Regulation. (Project approved by EC's Reviewers with the assessment "Good").

- FP7 Project Contract Number: INFISO-ICT-248567
- Start Date: 2010-01-01
- Duration: 36 months
- End Date: 2012-12-31
- Project Total Cost: 12.8 million euro
- EC Contribution/Funding: 8 million euro
- Researcher and Deliverable coordinator of "NOBEL" (Next Generation Optical Broadband Network for European Leadership), a 3-years EU project funded within FP5 (FP5-IST) (in Jun.-Oct. 2005).
- Coordinator of the activities on European and National Grants at Osservatori Digital Innovation Research Center – School of Management (from September 2013): supervising, directing effort and orchestrating resources allocation for the Osservatori Research Center.

### ***NATIONAL RESEARCH PROJECTS***

- Research Director of Hi-tech Startups research at Osservatori Digital Innovation Research Center – School of Management (from September 2014): supervising, directing effort and orchestrating resources allocation for a team of 2 Ph.D. Students and 4 Research Fellows.
- Researcher and Coordinator in 16 annual editions of 9 permanent research projects within Osservatori Digital Innovation Research Center – School of Management (from October 2005 onward):
  1. High-tech Startups;
  2. Startup Intelligence;
  3. Mobile Value Added Services Observatory;
  4. Mobile Content Observatory;
  5. Mobile NFC & Payment Observatory;
  6. Mobile Finance Observatory;
  7. Mobile Content & Internet Observatory;
  8. Mobile Content, Internet and Applications Observatory;
  9. Mobile Marketing & Service Management Observatory.

### ***RESEARCH GRANTS***

***Total Grant Amount Generated: € 336.665***

2015-2016 CREA (€ 10.000)

2014-2014 Puglia@Service (€ 12.000)

2010-2013 "ETICS" project (€ 314.665)

### ***SCHOLARLY IMPACT AND MAIN BIBLIOMETRIC INDICATORS***

- Refereed publications: 79 (31 journal articles; 1 book; 11 book chapters; 36 conference proceedings).



- 456 Scopus citations.
- 760 Google Scholar citations.
- Scopus H-index: 13.

### ***HONORS AND AWARDS***

- Award winner of the **School of Management Research Impact Prize (Years 2015-2017)**. Category: “**Overall Impact – Academia, Policy and Practice**”, Project on “Entrepreneurship and Startup Development”.
- Award winner of the **School of Management Research Impact Prize (Years 2013-2015)**. Category: “**Impact on Academic Community**”, Project on “Mobile Services”.
- Best Paper Award Nominee at the 18<sup>th</sup> International Conference on Enterprise Information Systems (ICEIS 2016).
- Best Paper Award Nominee at the 47<sup>th</sup> Hawaii International Conference on System Sciences 2014 (HICSS 2014);
- Best Paper Award Nominee at the 10th International Conference on E-Business (ICE-B 2012);
- Best Paper Award – 1st Runner Up at the Pacific Telecommunications Council 2010;
- Best Paper Award Nominee at the 7th International Conference on E-Business (ICE-B 2009);
- Best Paper Award Nominee at the 11th International Conference on Enterprise Information Systems (ICEIS 2009).

### ***ROLE AT INTERNATIONAL CONFERENCES & RESEARCH SEMINARS***

- Keynote Speaker on “Digitally-enabled Business Model Innovation” at the 40th R&D Management Conference (RADM 2018) held in Milan, Italy, July 1-4, 2018.
- Track Chair for the Track “Digitally-Enabled Business Model Innovation” at the 40<sup>th</sup> R&D Management Conference (RADM 2018) held in Milan, Italy, July 1-4, 2018.
- Invited speaker at the 10th International Conference on Mobile Business (ICMB 2011), held in Como, Italy, Jun. 19-21, 2011.
- Standing Committee Member at the International Conference on Mobile Business (ICMB) (from 2009 onward);
- Track Chair at the 8<sup>th</sup> International Forum on Knowledge Asset Dynamics (IFKAD 2014), Track on “Management Innovation”;
- Program Committee Member of International Conference on Mobile Business (ICMB) (from 2008 onward);
- Program Committee Member of the Hawai’i International Conference on System Sciences (HICSS) (from 2012 onward);

- Program Committee Member of the International Conference on Electronic Commerce (ICEC) (from 2013 onward);
- Program Committee Member of the Continuous Innovation Network (CINet) (from 2013 onward);
- Invited Session Chair in 8 international conferences;
- Speaker at 25 editions of 15 international conferences:
  1. R&D Management Conference (RADM 2018)
  2. European Conference on Information Systems (ECIS 2009);
  3. International Conference on E-Business (ICE-B 2009, 2012);
  4. Hawai'i International Conference on System Sciences (HICSS 2014-2015-2016)
  5. International Conference on Industrial Engineering and Operations Management (ICIEOM 2010);
  6. Global Mobility Roundtable (GMR 2010, 2011);
  7. International Conference on Enterprise Information Systems (ICEIS 2010-2015-2016);
  8. Pacific Telecommunications Council (PTC 2011);
  9. International Workshop on Internet Charging and QoS Technologies (ICQT 2011);
  10. Conference of Telecommunication, Media and Internet Techno-Economics (2011);
  11. International Forum on Knowledge Asset Dynamics (IFKAD 2014);
  12. International CINet (Continuous Innovation Network) (2013);
  13. ACM International Symposium on Performance Evaluation of Wireless Ad Hoc, Sensor, and Ubiquitous Networks (2013);
  14. IFIP Networking (2012);
  15. International Conference on Mobile Business (ICMB 2008, 2009, 2010, 2011, 2012, 2013).
- Invited speaker at Cisco Live! Academy Day – Milan, Italy, Jan. 27, 2014. “Changing the way we work” Session, speech on “Going Mobile. How the ubiquitous paradigm is changing our lives”.  
[https://www.ciscolive.com/online/connect/sessionDetail.wv?SESSION\\_ID=76729](https://www.ciscolive.com/online/connect/sessionDetail.wv?SESSION_ID=76729)

### ***INTERNATIONAL JOURNAL EDITORIAL BOARDS MEMBERSHIP***

- Editorial Board member for the **Journal of Business Models**.
- 2014: Guest Editor for the **International Journal of Information Management (Scopus, ISI, AiIG SILVER)**, Special Issue entitled “*Special Issue on Unleashing the Disrupting Power of Social Media: Reprise and Way Forward*”.
- 2014: Guest Editor for **Business Process Management Journal (Scopus, AiIG SILVER)**, Special Issue entitled “*Reinventing Managerial Processes: How to Effectively Leverage the Tensions Underlying Management Innovation*”.

### ***INVOLVEMENT IN JOURNAL REVIEW***

1. Long Range Planning (AiIG GOLD), since 2018

2. Journal of Small Business Management (AiIG GOLD), since 2018
3. Journal of Cleaner Production (AiIG GOLD), since 2017
4. International Journal of Management Reviews (AiIG GOLD), since 2016
5. Journal of Small Business Management (AiIG GOLD), since 2016
6. Electronic Markets (AiIG SILVER), since 2016
7. Technological Forecasting & Social Change (AiIG GOLD), since 2015
8. Innovation – Management, Policy and Practice (AiIG BRONZE), since 2016
9. Industry and Innovation (AiIG SILVER), since 2016
10. Management Research Review (AiIG BRONZE), since 2015
11. Sage Open, since 2016
12. Journal of Business Models, since 2015
13. Journal of Product Innovation Management (AiIG GOLD), since 2014
14. Information and Management (AiIG GOLD), since 2014
15. International Journal of Electronic Commerce (AiIG GOLD), since 2014
16. Business Process Management Journal (AiIG SILVER), since 2014
17. International Journal of Information Management (AiIG SILVER), since 2013
18. Management Decision (AiIG SILVER), since 2013
19. Journal of Information Technology (AiIG GOLD), since 2013
20. Journal of Information Technology Management, since 2013
21. Technology Analysis and Strategic Management (AiIG SILVER), since 2013
22. Transactions on Emerging Telecommunications Technologies, since 2013
23. IEEE Transactions on Wireless Communications, since 2012
24. IEEE IT Professional, since 2012

### ***INVOLVEMENT IN STARTUPS CREATION, COACHING AND MENTORING***

- Involved in the development and launch of two Startups related to Mobile social commerce and Mobile event management (2013-2014);
- Coaching and mentoring of startups within the "LeccoCreaImpresa SMART: LABORATORI DI IMPRESA E INNOVAZIONE DIGITALE" program promoted by the Chamber of Commerce of Lecco (2016)
- Coaching and mentoring of startups within the “Next Energy” program promoted by Fondazione Cariplo, Terna and Polihub (2016);
- Coaching and mentoring of startups within the “BioUpper” program promoted by Fondazione Cariplo, Novartis and Polihub (2016);
- Coaching and mentoring of startups within five editions of the “Startup Program” initiative promoted by Polihub and MIP Graduate School of Business (2012-2013-2014-2015-2016).

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## **TEACHING ACTIVITY**

### ***PhD COURSES AND SEMINARS***

- Professor (with Prof. Emanuele Lettieri and Prof. Guido Micheli) at the PhD Course “Literature Review in Social Sciences and Engineering - Epistemology of Research in Social Sciences” – PhD in Management Engineering, Politecnico di Milano.
- “Business Models, A General View”. Lecture given at the Master Joint EuroNF and ETICS PhD Course «Economics and Technologies for InterCarrier Services», Telecom ParisTech, Paris, France (October 17th to 21st, 2011, <http://conferences.telecom-bretagne.eu/phdcourse>).
- “Revisiting Business Strategy under Discontinuity”. PhD Seminar given to PhD Candidates at the Department of Business Sciences – Università di Bologna (December 10<sup>th</sup>, 2013, <http://www.scienzeaziendali.unibo.it/it/ricerca/seminari-di-dipartimento/index.html>).
- Business Strategy. Course coordination at DRIG School (Dottorato di Ricerca in Ingegneria Gestionale), Politecnico di Milano – Department of Management, Economics and Industrial Engineering (2012-2013-2014).

### ***EXECUTIVE EDUCATION***

- Vice-Director of Corporate Division at MIP – Graduate School of Business
- Core Faculty Member at MIP – Graduate School of Business (MIP Academic area: Corporate Strategy (CS); Research area: Management; Research field: ICT Driven Business Innovation).

### ***Commitments – Course Design and Coordination:***

- Director of the Master in Startups Development (Specializing Masters Division)
- Co-Director of the course “Entrepreneurship, Innovation and Startups” organized with Polihub – Startup District and Incubator.
- Course coordinator for the Strategy course at the INTERNATIONAL MBA.
- Course Coordinator of “Strategy-in-Action & Startup” Elective course – EMBA (Milan and Rome).
- Course Coordinator of “Strategy” course – PART-TIME EMBA.
- Course Coordinator and Tutor for the “Strategy” course – FLEX EMBA (distance learning Executive MBA).
- Course Coordinator and Tutor for the “Strategy” course – INTERNATIONAL FLEX EMBA (distance learning Executive MBA).
- Course Coordinator for the “Strategy” course – PART-TIME EMBA
- Course Coordinator for the “Strategy” course – EVENING EMBA
- Course Coordinator of “Strategy basic” course –Management Academy.
- Course Coordinator of “Strategy advanced” course –Management Academy.
- Course Coordinator of “Digital Disruption & Digital Strategy” course – Management Academy
- Co-coordinator for the “Corporate Entrepreneurship and Startup” course – Management Academy.

### ***Commitments – Lecturing:***

Involved in 50 editions of over 25 courses in the MBA, EMBA, Management Academy, Corporate, IPA and Specializing Masters Divisions at MIP – Graduate School of Business.

***Commitments – Project Works Tutoring:***

Over 20 project works tutored within several MBA, EMBA and Specializing Masters.

***INTERNATIONAL INSTITUTIONS***

- Professor of Strategic Management at IES (Institute for European Studies) abroad Milan ([www.IESabroad.org](http://www.IESabroad.org)), taught to a class of 26 US Bachelor students in their studying period abroad (2015). Course taught in English.
- Lecturer of ICT Management (Prof. Raffaello Balocco) at the Università della Svizzera Italiana (Lugano campus), Management Engineering (2011). Course taught in English.

***BACHELOR***

Assistant Professor and Lecturer in:

- Economics and Business Management (Prof. Mariano Corso) – Politecnico di Milano (Cremona Campus), Management Engineering and Computer Science Engineering (2007-2008-2009-2010-2011-2012-2013-2014-2015-2016);
- Production Plants and Organizational Design (Proff. Filippo Renga – Maria Caridi) – Politecnico di Milano (Piacenza Campus), Mechanical Engineering (2011-2012-2013-2014);
- Production Plants and Organizational Design (Proff. Giovanni Toletti – Enrico Cagno) – Politecnico di Milano (Milan Campus), Mechanical Engineering (2009);
- Economics and Business Management (Prof. Giovanni Toletti) – Politecnico di Milano (Milan Campus), Aerospace Engineering (2008);
- Economics and Business Management (Prof. Federico Frattini) – Politecnico di Milano (Como Campus), Management Engineering and Computer Science Engineering (2008);
- Economic Analysis of Projects (Prof. Filippo Renga) – Politecnico di Milano (Cremona Campus), Environment & Energy Engineering (2008-2009).

***MASTER OF SCIENCE***

Professor in:

- Strategy and Marketing – Politecnico di Milano (Como Campus), International students of Management Engineering and Computer Science Engineering (2014-2015-2016-2017-2018). Course taught in English.
- Business Strategy – Politecnico di Milano (Como Campus), International students of Management Engineering and Computer Science Engineering (2014-2015). Course taught in English.
- Environmental Processes Performance Analysis – Politecnico di Milano (Cremona Campus), Environmental Engineering (2014-2015-2016).
- The new Internet Society: entering the black-box of digital innovations – Alta Scuola Politecnica (ASP), Engineering, Architecture and Design Students (2016)

Assistant Professor and Lecturer in:

- Digital Business and Market Innovation (Prof. Raffaello Balocco) - Politecnico di Milano (Milan Campus), International students of Management Engineering and Computer Science Engineering (2016-2017-2018). Course taught in English.
- Strategy and Marketing (Prof. Andrea Rangone) - Politecnico di Milano (Milan Campus), International students of Management Engineering and Computer Science Engineering (2014-2015). Course taught in English.
- Business Strategy (Prof. Andrea Rangone) – Politecnico di Milano (Como Campus), International students of Management Engineering and Computer Science Engineering (2009-2010-2011-2012-2013-2014-2015). Course taught in English.

### ***STUDENTS SUPERVISION***

- 4 Ph.D Candidates: Dr. Andrea Cavallaro (2011-2015); Dr. Alessio Vignato (from 2014 onward); Dr. Angelo Cavallo (2015-2018); Dr. Milan Jucevski (from 2015 onward);
- 70 Students for M.Sc. Thesis (of which, 35 theses in English) (from 2008 onward);
- over 100 MBA or Executive students tutored (from 2010 onward).

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### **ADMINISTRATION TASKS**

#### ***INVOLVEMENT IN ADMINISTRATION ACTIVITIES AT POLITECNICO DI MILANO***

- Professor (with Prof. Emanuele Lettieri and Prof. Guido Micheli) at the PhD Course “Literature Review in Social Sciences and Engineering - Epistemology of Research in Social Sciences” – PhD in Management Engineering, Politecnico di Milano.
- Member of the “Faculty Management” group (Head: Prof. Raffaella Cagliano).
- Representative of Politecnico di Milano – Department of Management, Economics and Industrial Engineering in the Industrial Engineering Commission for the “State Exam” (Professional qualification to enroll in the Official Charter of Italian Engineers) (since 2015).
- Delegate of the President of the Consiglio del Corso di Studi (CCS), Prof. Alberto Portioli Staudacher at the Steering Committee at Como campus, collaborating with the Pro-Rector, Prof. Maria Antonia Brovelli (since March 2014).
- Member of the Communication, orientation and promotion team at the Cremona campus, collaborating with the Pro-Rector, Prof. Gianni Ferretti (since January 2007).
- Member of the evaluation committee (representing Management Engineering) for Erasmus + for Traineeship (since 2015).

#### ***ORGANIZATION OF CONFERENCES***

- Conference Organizing Chair at The 10th International Conference on Mobile Business (ICMB 2011), held in Como, Italy, Jun. 19-21, 2011.
- Conference Organizing Chair at The Global Mobility Roundtable (GMR 2011), held in Como, Italy, Jun. 19-21, 2011.
- Conference Organizing Chair and Organizing Committee member at the XXIV Riunione Scientifica Annuale of Associazione Italiana di Ingegneria Gestionale (RSA AiIG 2013), held in Milano, Italy, Oct. 17-18, 2013.
- Conference Organizer and Track Chair at the 9<sup>th</sup> International Forum on Knowledge Asset Dynamics (IFKAD 2014), Special Track on “Social Media and Knowledge Management: A Fruitful Marriage for Firms?”
- Conference Track Chair for the Track “Digitally-Enabled Business Model Innovation” at the 40th R&D Management Conference (RADM 2018) held in Milan, Italy, July 1-4, 2018.

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## **COLLABORATION WITH INDUSTRY, INSTITUTIONS AND OTHER EXTERNAL BODIES**

### ***AREA OF EXPERTISE***

- Strategic Management;
- Strategic Entrepreneurship;
- Digital Innovation;
- Business Model Design, Innovation and Validation;
- Lean Startup Approaches;
- Digital Strategy.

### ***PROJECTS/ACTIVITIES CONDUCTED***

- Direction, coordination and project Management of the research on High-Tech Startups and Startup Intelligence, involving the following third parties and institutions:
  - Italia Startup;
  - MISE (Ministero dello Sviluppo Economico);
  - SMAU;
  - European Startup Monitor;
  - More than 600 Italian funded hi-tech startups;
  - More than 60 Italian formal and informal investors;
  - More than 30 established companies operating in varied industries.
- Research on Mobile Telecommunications involving the major Italian players (e.g. Telecom Italia, Vodafone, Wind, H3G, Google, Nokia, Samsung).
- Research and coordination on Future Internet interconnection value networks involving the major European players (e.g. France Telecom, Deutsche Telekom, Telefonica, British Telecom, Telenor).

### ***MANAGEMENT, COORDINATION AND SALES OF PROJECTS***

- Coordinator of the “Entrepreneurship” stream within CREA (Creativity & ICT for new entrepreneurship), a two-years project funded by Horizon2020, the European Programme for research and innovation.

- Work Package Leader at EU-funded project ETICS (Economics and Technologies for Inter Carrier Services);
- Coordinator at regionally-funded Puglia@Service project.

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## LIST OF PUBLICATIONS

### *INTERNATIONAL REFEREED INDEXED JOURNALS*

- [1] Ghezzi, A., & Cavallo, A. (2018). Agile Business Model Innovation in Digital Entrepreneurship: Lean Startup Approaches. **Journal of Business Research**. <https://doi.org/10.1016/j.jbusres.2018.06.013> (Scopus Q1, ISI Q1 IF 3.3, ABS3, CNRS1, AiIG GOLD)
- [2] Bortolini, R.F., Nogueira Cortimiglia, M., de Moura Ferreira Danilevicz, A., Ghezzi, A. (2018)(forthcoming). Lean Startup: a comprehensive historical review. **Management Decision** (Scopus Q1, ISI Q2 IF 1.525, ABS3, CNRS4, AiIG SILVER).
- [3] Ghezzi, A., Gabelloni, D., Martini, A., & Natalicchio, A. (2018). Crowdsourcing: a review and suggestions for future research. **International Journal of Management Reviews**, 20(2), 343-363 (Scopus Q1, ISI Q1 IF 6.489, ABS3, CNRS1, AiIG GOLD).
- [4] Cavallo, A., Ghezzi, A., & Balocco, R. (2018). Entrepreneurial ecosystem research: present debates and future directions. **International Entrepreneurship and Management Journal**, 1-31. (Scopus, IF 2.406)
- [5] Cavallo, A., Ghezzi, A., Colombelli, A., & Casali, G. L. (2018). Agglomeration dynamics of innovative start-ups in Italy beyond the industrial district era. **International Entrepreneurship and Management Journal**, 1-24. (Scopus, IF 2.406)
- [6] Ayala, N. F., Paslauski, C. A., Ghezzi, A., & Frank, A. G. (2017). Knowledge sharing dynamics in service suppliers' involvement for servitization of manufacturing companies. **International Journal of Production Economics**, 193, 538-553.
- [7] Todeschini, B. V., Cortimiglia, M. N., Callegaro-de-Menezes, D., & Ghezzi, A. (2017). Innovative and sustainable business models in the fashion industry: Entrepreneurial drivers, opportunities, and challenges. **Business Horizons**, 60(6), pp. 759-770. (Scopus Q1, ISI Q2, IF 2.588, AiIG SILVER).
- [8] Ghezzi, A. (2017). "Reinventing the wheel" as an emerging business model innovation paradigm. **Strategic Direction**, 33(5), 1-4.
- [9] Ghezzi, A., Dramitinos, M. (2016). Towards a Future Internet Infrastructure: analyzing the multidimensional impacts of Assured Quality Internet Interconnection. **Telematics and Informatics**. Volume 33, Issue 2, 613-630 (Scopus Q2, ISI Q2 IF 1.120, AiIG BRONZE).
- [10] Ghezzi, A., Gastaldi, L., Lettieri E., Martini, A., Corso, M. (2016). A role for startups in unleashing the disruptive power of social media. **International Journal of Information Management**, Volume 36, Issue 6, Part A, 1152–1159 (Scopus Q1, ISI Q1 IF 4.516, ABS 2, CNRS 3, AiIG SILVER), <http://dx.doi.org/10.1016/j.ijinfomgt.2016.04.007>.
- [11] Ghezzi, A., Batocchio, A., Rangone (2016). A Method for Evaluating Business Models Implementation Process. **Business Process Management Journal**, Volume 22, Issue 4, 712 - 735 (Scopus Q1, ABS 2, CNRS 2, AiIG SILVER).
- [12] Ghezzi, A., Cortimiglia, M., Frank, A. (2016). Business Model Innovation and strategy making nexus: evidences from a cross-industry mixed methods study. **R&D Management**, Volume 46, Issue 3, 414-432 (Scopus Q1, ISI Q3 IF 1.857, ABS3, CNRS1, AiIG SILVER).



- [13] Ghezzi, A., Balocco, R., Rangone, A. (2016). The Open Innovation – Strategy nexus: findings from the Mobile Telecommunications Industry. **Management Research Review** , Volume 39, Issue 5 (Scopus Q2, ABS2, CNRS4, AiIG BRONZE)
- [14] Ghezzi, A., Cortimiglia, M., Frank, A. (2015). Strategy and business model design in dynamic Telecommunications industries: a study on Italian Mobile Network Operators. **Technological Forecasting and Social Change** Vol. 90, Part A, 346-354 (Scopus Q1, ISI Q1 IF 3.129, ABS3, CNRS1, AiIG GOLD).
- [15] Ghezzi, A., Balocco, R., Rangone, A. (2015). A fuzzy framework assessing corporate resources management for the mobile content industry. **Technological Forecasting and Social Change** Volume 96, July 2015, Pages 153–172, doi:10.1016/j.techfore.2015.01.004 (Scopus Q1, ISI Q1 IF 3.129, ABS3, CNRS1, AiIG GOLD).
- [16] Ghezzi A., Cavallaro, A., Balocco R., Rangone A. (2015). On Business Models, Resources and Exogenous (Dis)Continuous Innovation: Evidences from the Mobile Applications Industry. **International Journal of Technology Management**, Vol. 68, Nos. 1/2 (Scopus Q2, ISI Q4 IF 1.036, ABS1, CNRS4, AiIG BRONZE).
- [17] Ghezzi A., Gastaldi L., Mangiaracina R., Rangone A., Cortimiglia M., Zanatta M., Amaral F.G. (2015). Mapping ICT access and disability in the workplace: An empirical study in Italy. **Work: A Journal of Prevention, Assessment and Rehabilitation**, vol. 51, no. 2, pp. 293-300, DOI: 10.3233/WOR-141868. (Scopus Q2, ISI Q4 IF 0,169).
- [18] Ghezzi A. (2014). The dark side of the Business Model. The risks of strategizing through business models alone. **Strategic Direction**, Vol. 30, Issue 6, 1-4 (Scopus Q4, ABS1, CNRS4, AiIG BRONZE).
- [19] Ghezzi A. (2013). Revisiting Business Strategy Under Discontinuity. **Management Decision**, Vol. 51, Issue 7, pp. 1326-1358. (September 2013) (Scopus Q1, ISI Q2 IF 1.525, ABS3, CNRS4, AiIG SILVER).
- [20] Ghezzi A., Balocco R., Rangone A. (2013). Technology diffusion theory revisited: a Regulation, Environment, Strategy, Technology model for technology activation analysis of Mobile ICT. **Technology Analysis & Strategic Management**, Vol. 25, Issue 10, pp. 1223-1249 (Scopus Q2, ISI Q3 IF 1.273, ABS2, CNRS3, AiIG SILVER).
- [21] Ghezzi A., Georgadis M., Reichl P., Di-Cairano Gilfedder C., Mangiaracina R., Le-Sauze N. (2013). Generating Innovative Business Models for the Future Internet. **Info**, Vol. 15, Issue 4, pp. 43-68 (Scopus Q2).
- [22] Ghezzi A., Dell’Era C., Frattini F. (2013). The Role of the Adoption Network in the Early market survival of Innovations: the Italian Mobile VAS Industry. **European Journal of Innovation Management**, Vol. 13, Issue 1, pp. 118-140. (Scopus Q2, ABS 1, CNRS4, AiIG BRONZE).
- [23] Ghezzi, A. (2012). Emerging Business Models and Strategies for Mobile Platforms Providers: a Reference Framework. **Info**, Vol. 14, n° 5, p. 36-56 (Scopus Q2)
- [24] Ghezzi, A., Mangiaracina R., Perego, A. (2012). Shaping the E-Commerce Logistics Strategy: a Decision Framework, **International Journal of Engineering Business Management** , Wai Hung Ip (Ed.), ISBN: 1847-9790, InTech (Scopus Q2, AiIG BRONZE)
- [25] Ghezzi, A., Balocco, R., Mangiaracina, R. (2012). Technology Provisioning in the Mobile Industry: a Strategic Clustering, **International Journal of Engineering Business Management**, Wai Hung Ip (Ed.), ISBN: 1847-9790, (Scopus Q2, AiIG BRONZE)
- [26] Balocco, R., Ghezzi, A., Rangone, A., Toletti, G. (2012). A strategic Analysis of the European Companies in the ICT Sales Channel, **International Journal of Engineering Business Management**, Wai Hung Ip (Ed.), ISBN: 1847-9790, InTech, (Scopus Q2, AiIG BRONZE)
- [27] Ghezzi, A., Cortimiglia, M., Balocco, R. (2012). Mobile Content & Service Delivery Platforms: a technology classification model. **Info**, Vol. 14, n° 2, pp. 72-88 (Scopus Q2)

- [28] Cortimiglia M., Ghezzi A., Renga F. (2011), Mobile Applications and their Delivery Platforms. **IT Professional** – Vol.13, Issue 5, p. 51-56 , September-October 2011 (Scopus Q2, ISI IF 0,495)
- [29] Cortimiglia M., Ghezzi A., Renga F. (2011). Social Applications: Revenue Models, Delivery Channels, and Critical Success Factors – An Exploratory Study and Evidence from the Spanish-Speaking Market. **Journal of Theoretical and Applied E-commerce Research**, Special Issue on Business Models for Mobile platforms – Vol. 6, Issue 2, August 2011, p. 108-122 (Scopus Q2, AiIG BRONZE)
- [30] Ghezzi A., Balocco R., Rangone A., (2010), How to get Strategic Planning and Business Model Design wrong: the case of a Mobile Technology Provider, **Strategic Change**, 19 (5-6): 213–238. doi: 10.1002/jsc.871 (Scopus Q2, ABS 2, CNRS3, AiIG BRONZE)
- [31] Ghezzi A., Renga F., Balocco R., Pescetto P., (2010). Mobile Payment Applications: offer state of the art in the Italian market. **Info**, 12 (5): 3-22. (Scopus Q2)

### ***INTERNATIONAL REFEREED BOOKS AND BOOK CHAPTERS***

- [1] Ghezzi, A., & Lavezzari, E. (2016, April). Story-Telling and Narrative: Alternative Genres Linking IS Publication and Practice. In International Conference on Enterprise Information Systems (pp. 31-52). Springer, Cham.
- [2] Ghezzi, A., Balocco, R., Rangone, A. (2016). The Mobile Content and Applications Value Networks: Evidences from the Italian Mobile Telecommunications market. In: Mobile Electronic Commerce: Foundations, Development, and Applications, Chapter 17, pp. 345-366, Taylor & Francis. (Scopus, ISI)
- [3] Ghezzi, A., Cortimiglia, M., Frank, A. (2016). Mobile Business Models and Value Networks. In: ENCYCLOPEDIA OF INFORMATION SYSTEMS AND TECHNOLOGY, Ed. Phillip A. Laplante, Taylor & Francis. (Scopus)
- [4] Ghezzi, A. (2016). Mobile Application Development. In: ENCYCLOPEDIA OF INFORMATION SYSTEMS AND TECHNOLOGY, Ed. Phillip A. Laplante, Taylor & Francis. (Scopus)
- [5] Ghezzi, A., Malanchini, A., Balocco, R., Cortimiglia, M., Frank, A. (2014) Strategizing and Revenue Creation in Dynamic Paradigms: A Model to Support Revenue Analysis for Mobile Incumbent Telcos. In: Springer Verlag (Eds.), E-Business and Telecommunications, 2014, pp. 101-115.
- [6] Ghezzi A. (2012). A proposal of Business Model Design parameters for Future Internet Carriers. IFIP Networking 2012 (11th International Conference on Networking), In: Springer Verlag (Eds.), Lecture Notes in Computer Science, 2012, Volume 7291/2012, 72-79, DOI: 10.1007/978-3-642-30039-4\_9. <http://www.springerlink.com/content/17u5274303204917/>. (Scopus)
- [7] Ghezzi A. (2011). A Qualitative Technology Classification Framework for Mobile Middleware Content and Service Delivery Platforms Assessment. Computer Series, Nova Science Publisher, Inc. New York, ISBN: 978-1-61728-761-9
- [8] Zwickl P., Reichl P. and Ghezzi A. (2011). On the Quantification of Value Networks: A Dependency Model for Interconnection Scenarios. 7th International Workshop on Internet Charging and QoS Technologies (ICQT 2011), Paris, France, 8-19 May 2011. In: Springer Verlag (Eds.), Economics of Converged, Internet-Based Networks – Lecture Notes in Computer Science, 2011, Volume 6995/2011, 63-74, DOI: 10.1007/978-3-642-24547-3\_7 <http://www.springerlink.com/content/r594857w734gp12v/> (Scopus, ISI)
- [9] Ghezzi A., Balocco R., Rangone A., (2011). Strategic Planning, Environmental Dynamicity and their Impact on Business Model Design: the Case of Mobile Middleware Technology Providers. In: M.S. Obaidat and J. Filipe (Eds.): ICETE 2009, Communications in Computer and

Information Science, CCIS 130, Vol. 130, Part 2, pp. 94--109. Springer, Heidelberg (2011). (Scopus, ISI)

- [10] Ghezzi A., 2010, Mobile Middleware Platforms for Content & Service Creation, Management & Delivery: a Technology Classification Framework. In: B.G. Kutais, Internet Policies and Issues, Volume 7, pp 1- 32, Nova Science Publisher, Inc., New York, ISBN: 978-1-61668-745-8
- [11] Ghezzi A., F. Renga, R. Balocco, 2009, A Technology Classification Model for Mobile Content and Service Delivery Platforms. In: Joaquim Filipe, José Cordeiro (Eds.). Enterprise Information Systems – Lecture Notes in Business Information Processing, Springer Verlag, 2009, Volume 24, III, 600-614, DOI: 10.1007/978-3-642-01347-8\_50. (Scopus, ISI)

### ***ITALIAN BOOKS AND BOOK CHAPTERS***

- [1] Rangone, A., Balocco, R., Ghezzi, A., Toletti, G. (2015). L'analisi strategica per una startup innovativa. In: In onore di Umberto Bertelè. Capitolo 9, pp. 171-190, Brioschi Editore.

### ***INTERNATIONAL REFEREED CONFERENCE PROCEEDINGS***

- [1] Ghezzi, A., Balocco, R., Cortimiglia, M., Frank, A. (2018). Exploring the role of technological change in the relationship between Strategic Innovation and Business Model Innovation. 40th R&D Management Conference (RADM 2018), Milan, Italy, July 1-4, 2018.
- [2] Ghezzi, A., Balocco, R., Cavallo, A. (2018). Strategizing in a Digital world: antecedents, boundaries, goals and steps of Digital Business Strategy. 40th R&D Management Conference (RADM 2018), Milan, Italy, July 1-4, 2018.
- [3] Cortimiglia, M., Ghezzi, A. (2018). The League of Legends value system: A Value Network Analysis. 40th R&D Management Conference (RADM 2018), Milan, Italy, July 1-4, 2018.
- [4] Jocevski, M., Ghezzi, A., Arvidsson, N. (2018). Interplay of Business Model Innovation and Technology Innovation Adoption: Examples of Mobile Payment Platforms. 40th R&D Management Conference (RADM 2018), Milan, Italy, July 1-4, 2018.
- [5] Ghezzi, A., Laya, A., Jocevski, M., Markendahl, J. (2016). Business model as relational aggregator: exploring business relationship. In Proceedings of the Annual IMP Conference 2016. Poznań, Poland, August 30-September 3, 2016.
- [6] Ghezzi, A. (2016). "An allegory on the role of the action researcher to enable user engagement and change management in the early phases of Information Systems implementation". In Proceedings of the 18th International Conference on Enterprise Information Systems (ICEIS 2016). Rome, Italy, April 27-30, 2016. (Scopus).
- [7] Ghezzi, A., Cavallaro, A., Balocco, R., Rangone, A. (2015). A comparative study on the impact of Business Model Design & Lean Startup Approach versus traditional Business Plan on Mobile Startups performance. In Proceedings of the 17th International Conference on Enterprise Information Systems (ICEIS 2015). Barcelona, Spain, April 27-30, 2015. (Scopus).
- [8] Ghezzi, A., Cavallo, A., Lombardo, P. (2015). Operationalizing Business Model Innovation for New Ventures through the Lean principles: a proposal for an integrated "SMED for BMI" framework. The ISPIM Innovation Summit, Brisbane, Australia on 6-9 December 2015.
- [9] Ghezzi A., Cavallaro, A (2016). Business Model Change and Refinement along Business Model Lifecycle: Evidences From a Multiple Case Study on Mobile Telecommunications New Ventures. In Proceedings of the 2016 49th Hawaii International Conference on System Sciences. IEEE Computer Society. (Scopus, IEEE Xplore).
- [10] Ghezzi A., Balocco, R. (2016). Disclosing the role of IT Suppliers as Digital Innovation enablers for SMEs: a strategy analysis of the European IT Sales Channel. In Proceedings of the

2016 49th Hawaii International Conference on System Sciences. IEEE Computer Society. (Scopus, IEEE Xplore).

- [11] Ghezzi, A., Cavallaro, A., Rangone, A. (2014). Business Model Design & Lean Start-up Approach: a liason between strategy and entrepreneurship. In Proceedings of Governance of a Complex World 2014 (GCW 2014), Turin, Italy, June 18-20, 2014.
- [12] Ghezzi, A., Cavallaro, A., Rangone, A., Balocco, R. (2014) Applications of the REST framework to test technology activation in different ICT domains. In Proceedings of the 16th International Conference on Enterprise Information Systems (ICEIS 2014) – Volume 3, pp. 87-91. Lisbon, Portugal, April 27-30, 2014. (Scopus).
- [13] Ghezzi, A., Balocco, R., & Rangone, A. (2014). The Relationship between Open Innovation and Strategy: Data-Driven Analysis of the Mobile Value Services Industry. In Proceedings of the 2014 47th Hawaii International Conference on System Sciences (pp. 1073-1082). IEEE Computer Society. (Scopus, IEEE Xplore).
- [14] Ghezzi, A., Dramitinos, M., Agiatzidou, E., Johanses, F. T., Løsethagen, H., Rangone, A., & Balocco, R. (2014). Internet Interconnection Techno-economics: A Proposal for Assured Quality Services and Business Models. In Proceedings of the 2014 47th Hawaii International Conference on System Sciences (pp. 708-717). IEEE Computer Society. (Scopus, IEEE Xplore).
- [15] Ghezzi, A., Gastaldi, L., Martini, A., Corso, M. (2013). ICT as a driver to effectively manage the exploration-exploitation paradoxes within a Healthcare ecosystem: a coevolutionary approach. In: Pre-ICIS Workshop “The Changing Nature of Work: Working Smarter with ICT” (coordinated by the Special Interest Group on Organizational Systems Research Association (SIG-OSRA) of the Association of Information Systems (AIS)), Milan, Italy, December 14, 2013.
- [16] Ghezzi, A., Dramitinos, M., Balocco, R. (2013). A Qualitative Analysis on the Impacts of Assured Quality Internet Interconnection. In: Proceedings of The Tenth ACM International Symposium on Performance Evaluation of Wireless Ad Hoc, Sensor, and Ubiquitous Networks (PE-WASUN 2013), Barcelona, Spain, November 3-7, 2013 (Scopus).
- [17] Ghezzi, A., Cavallaro, A., Balocco, R., Rangone, A. (2013). On resources, discontinuity and (dis)continuous innovation. In: Proceedings of the 14th International CINet (Continuous Innovation Network), Conference 2013, Nijmegen (The Netherlands), September 8-11, 2013.
- [18] Gabelloni, D., Ghezzi, A., Martini, A. (2013). Mapping the research on crowdsourcing: and interpretative framework and a research agenda. In: Proceedings of the 14th International CINet (Continuous Innovation Network), Conference 2013, Nijmegen (The Netherlands), September 8-11, 2013.
- [19] Gastaldi, L., Ghezzi, A., Lettieri, E., Martini, A., Corso, M. (2013). Smart Growth of a Healthcare System: Is ICT an Effective Lever? In: Proceedings of the 8th International Forum on Knowledge Asset Dynamics “Smart Growth: Organizations, Cities and Communities”, Zagreb (Croatia), June 12-15, 2013 (ISI).
- [20] Ghezzi A., Cortimiglia M., Frank A., Balocco, R. (2012). Strategic Planning in highly dynamic competitive contexts: A study of Italian Mobile Network Operators. In: Proceedings of the 7th International Conference on E-Business (ICE-B 2009). Rome, Italy, 24/7/2012 - 27/7/2012. (Scopus, AIS Electronic Library, ISI).
- [21] Ghezzi A., Balocco R., Rangone A. (2012). The resources endowment of Mobile SME in the emerging application stores networked innovation paradigm. In: 11th International Conference on Mobile Business (ICMB 2012), Delft, The Netherlands, June 21 – 22, 2012. (ISI, AIS Electronic Library)
- [22] Ghezzi A., Balocco R. (2011). An anti-advice guide for Strategic Planning and Business Model Design in the Mobile Telecommunications Industry: the case of a Technology Provider. In: 10th International Conference on Mobile Business (ICMB 2011), p. 36-45. Como, Italy, June 19 – 21, 2011. (Scopus)

- [23] Ghezzi A., Cortimiglia M., Renga F. (2011). Mobile Social Networking: A Case Study in an Australian Mobile Network Operator. In: 10th International Conference on Mobile Business (ICMB 2011), p. 84-92. Como, Italy, June 19 – 21, 2011. (Scopus)
- [24] Zwickl P., Reichl P., Ghezzi A., Johansen F.T., Lønsethagenz H., Georgiades M., and Di Cairano-Gilfedder C., (2011). ASQ Meta-Scenarios: A Generalized Approach for Requirements Classification of Interconnection Goods. CTTE 2011 - 10th Conference of Conference of Telecommunication, Media and Internet Techno-Economics, Berlin, Germany, 16-16 May 2011. (Scopus)
- [25] Zwickl P., Reichl P. and Ghezzi A. (2011). On the Quantification of Value Networks: A Dependency Model for Interconnection Scenarios. 7th International Workshop on Internet Charging and QoS Technologies (ICQT 2011), Paris, France, 8-19 May 2011. (Scopus)
- [26] Ghezzi A., Balocco R., Rangone A. (2011). Great Mistakes in Strategic Planning and Business Model Design for Technology Intensive Firms. The Twelfth Annual Global Information Technology Management Association (GITMA), 5-7 June 2011, Las Vegas, Nevada, USA.
- [27] Ghezzi A. (2011). A resource-based framework to assess discontinuities in the distribution paradigm and their effect on incumbents' strategies: the case Mobile Network Operators and Application Stores. Proceedings of the Pacific Telecommunications Council (PTC '11), Honolulu, Hawaii, USA, 16-19 January 2011
- [28] Carneiro T.C., Cortimiglia M.N., Ghezzi A., Renga F., Rangone A. (2010). The Brazilian Mobile Content Market: A Value System Interpretation. In: Proceedings of the XVI ICIEOM – International Conference on Industrial Engineering and Operations Management, 12-15 October 2010, São Carlos, Brazil.
- [29] Ghezzi A., Balocco R., Rangone A. (2010). How a new distribution paradigm changes the core resources, competences and capabilities endowment: the case of Mobile Application Stores. In: Proceedings of the 9th International Conference on Mobile Business and 9th Global Mobility Roundtable. Athens, Greece, 13-15 June 2010, pp. 33-42. (Scopus)
- [30] Ghezzi A., Rangone A., Balocco R., Renga F. (2010). A Strategy-Technology-Regulation-User-Context model for Mobile Location-Based Services market activation analysis. In: Proceedings of the 9th International Conference on Mobile Business and 9th Global Mobility Roundtable, Athens, Greece, June 13-15, 2010 (Scopus)
- [31] Ghezzi A. (2009). Emerging Business Models and Strategies for Mobile Middleware Technology Providers: a Reference framework. In: 17th European Conference of Information Systems (ECIS 2009). Verona, Italy, 8/6/2009 - 10/6/2009. (Scopus, AIS Electronic Library)
- [32] Ghezzi A. (2009). A Strategic Analysis Reference Model for Mobile Middleware Technology Providers. In: 8th International Conference on Mobile Business (ICMB 2009). Dalian, Liaoning, China, June 27 – 28, 2009. (Scopus, ISI)
- [33] Balocco, R., Ghezzi, A., Rangone, A., 2009, Mobile Marketing & Service: a Reference Framework, Proceedings of the 8th International Conference on Mobile Business (ICMB 2009), Dalian, Liaoning, China, June 27 – 28, 2009. (Scopus, ISI)
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- [35] Ghezzi A., Renga F. (2009). The Process of Business Model Design in a Dynamic Context: the Case of Mobile Middleware Technology Providers. In: 4th International Conference on E-Business (ICE-B 2009). Milan (Italy), 7/7/2009 - 10/7/2009. (Scopus, ISI)
- [36] Ghezzi A., Renga F., Cortimiglia M. (2009). Value Networks: Scenarios on the Mobile Content Market Configurations. In: 8th International Conference on Mobile Business (ICMB 2009). Dalian, Liaoning, China, 27/06/2009 - 28/06/2009. (Scopus, ISI)
- [37] Balocco R., Ghezzi A., Bonometti G., Renga F. (2008). Mobile Payment Applications: An Exploratory Analysis of the Italian Diffusion Process. In: Proceedings of the 2008 7th

International Conference on Mobile Business. Barcelona, Spain, July 7-8 2008., pp. 153-163 (Scopus)

### **ITALIAN REFEREED CONFERENCE PROCEEDINGS**

- [1] Ghezzi A., Balocco R., Rangone A. (2010). How a new distribution paradigm changes the Incumbent's core resources, competences and capabilities endowment: the case of Mobile Network Operators and Application Stores. In: Proceedings of the XXI Riunione Scientifica Annuale AiIG, L'Aquila, Italy, 14-15 October 2010.
- [2] Ghezzi A., Balocco R. (2010). A Value Network perspective study on the Italian Mobile Content Market. In: Proceedings of the XXI Riunione Scientifica Annuale AiIG, L'Aquila, Italy, 14-15 October 2010.

### **OTHER PUBLICATIONS**

#### **▪ EUROPEAN COMMUNITY DELIVERABLES**

- [1] ETICS (Economics and Technologies for Inter Carrier Services), Work Package 3: Economy & Regulation, Deliverable 3.5 (2013). Final Business Model Analysis. Research deliverable. <https://www.ict-etics.eu/publications/deliverables.html>
- [2] ETICS (Economics and Technologies for Inter Carrier Services), Work Package 3: Economy & Regulation, Deliverable 3.4 (2012). Business, legal and socioeconomic impacts. Research deliverable. (Editor del deliverable). <https://www.ict-etics.eu/publications/deliverables.html>
- [3] ETICS (Economics and Technologies for Inter Carrier Services), Work Package 3: Economy & Regulation, Deliverable 3.3 (2011). Financial/Economic Dynamic Analysis. Research deliverable. <https://www.ict-etics.eu/publications/deliverables.html>
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