

# Alfonso Gambardella

Full Professor



**Knowledge Group:** Strategy and Operations

**Research Domains:** Innovation

**Teaching Domains:** Technology Management, Growth Strategy, High Impact Technologies, Industry Analysis, Technology Scouting

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## Biography

Alfonso Gambardella is Professor in the department of Management & Technology at Università Bocconi and at SDA Bocconi School of Management

At Bocconi he served as Dean of the Phd School from 2008 to 2014 and was Head of the department of Management & Technology. He teaches in graduate and executive programs and in the DBA delivered by SDA Bocconi.

His teaching and research activity focuses on Innovation, Strategic Management, Technology Strategy and Entrepreneurship. He published in leading international journals such as Strategic Management Journal, Strategy Science, Organization Science, Management Science, as well as on journals specialized in the practical implementation of managerial theories such as Management & Business Review. He is editor of the department of strategy of Management Science, member of the ESMT-Berlin Academic Board, Fellow of the Strategic Management Society (SMS) and Research Fellow of the Center for Economic Policy Research (CEPR) in London.

He received a degree in Business and Economics from the University of Genoa, a Master of Arts in Economics from New York University and a PhD in Economics from Stanford University. He also received a Diploma in flute from the Conservatory “Niccolò Paganini” of Genoa, Italy.

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## Articles in Scholarly Journals

**Design- and Theory-Based Approaches to Strategic Decisions**

GAMBARDELLA, A., D. MESSINESE, "Design- and Theory-Based Approaches to Strategic Decisions", *Organization Science*, 2025, vol. 36, no. 4, pp. 1271–1287

### **Does a theory-of-value add value? Evidence from a randomized control trial with Tanzanian entrepreneurs**

AGARWAL, R., F. BACCO, A. CAMUFFO, A. COALI, A. GAMBARDELLA, H. MSANGI, S. SONKA, A. TEMU, B. WAIZED, A. WORMALD, "Does a theory-of-value add value? Evidence from a randomized control trial with Tanzanian entrepreneurs", *Organization Science*, 2025, vol. 36, no. 2, pp. 601-625

### **A scientific approach to entrepreneurial decision-making: Large-scale replication and extension**

CAMUFFO, A., A. GAMBARDELLA, D. MESSINESE, E. NOVELLI, E. PAOLUCCI, C. SPINA, "A scientific approach to entrepreneurial decision-making: Large-scale replication and extension", *Strategic Management Journal*, 2024, vol. 45, no. 6, pp. 1209-1237

### **A Scientific Method for Startups**

FELIN, T., A. GAMBARDELLA, E. NOVELLI, T. ZENGER, "A Scientific Method for Startups", *Journal of Management*, 2024, vol. 50, no. 8, pp. 3080–3104

### **To commercialize inside or outside of the firm: Behavioral considerations in patent exploitation by family firms**

BIRHANU, A. G., A. GAMBARDELLA, "To commercialize inside or outside of the firm: Behavioral considerations in patent exploitation by family firms", *Strategic Management Journal*, 2024, vol. 45, no. 5, pp. 875-901

### **Scientific decision-making, project selection and longer-term outcomes**

COALI, A., A. GAMBARDELLA, E. NOVELLI, "Scientific decision-making, project selection and longer-term outcomes", *Research Policy*, 2024, vol. 53, no. 6, pp. 105022

### **Theory-Driven Strategic Management Decisions**

CAMUFFO, A., A. GAMBARDELLA, A. PIGNATARO, "Theory-Driven Strategic Management Decisions", *Strategy Science*, 2024, vol. 9, no. 4, pp. 382-396

### **Theory-Based Decisions: Foundations and Introduction**

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### **Framing strategic decisions in the digital world**

CAMUFFO, A., A. GAMBARDELLA, A. PIGNATARO, "Framing strategic decisions in the digital world", *Strategic Management Review*, 2023, vol. 4, no. 2, pp. 127-160

### **Private and social functions of patents: Innovation, markets, and new firms**

GAMBARDELLA, A., "Private and social functions of patents: Innovation, markets, and new firms", *Research Policy*, 2023, vol. 52, no. 7, pp. 104806

### **Value lab: a tool for entrepreneurial strategy**

FELIN, T., A. GAMBARDELLA, T. ZENGER, "Value lab: a tool for entrepreneurial strategy", Management and Business Review, 2021, vol. 1, no. 2, pp. 68-78

### **Profiting from Enabling Technologies?**

GAMBARDELLA, A., S. HEATON, E. NOVELLI, D. J. TEECE, "Profiting from Enabling Technologies?", Strategy Science, 2021, vol. 6, no. 1, pp. 75-90

### **A Scientific Approach to Entrepreneurial Decision Making: Evidence from a Randomized Control Trial**

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### **Managing Autonomy in Industrial Research and Development: A Project-Level Investigation**

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### **Lean startup and the business model: Experimentation revisited**

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### **Open Sourcing as a Profit-Maximizing Strategy for Downstream Firms**

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### **Specializing in general purpose technologies as a firm long-term strategy**

CONTI, R., A. GAMBARDELLA, E. NOVELLI, "Specializing in general purpose technologies as a firm long-term strategy", Industrial and Corporate Change, 2019, vol. 28, no. 2, pp. 351-364

### **Specializing in Generality: Firm Strategies When Intermediate Markets Work**

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### **The Economic Value of Patent Portfolios**

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### **Bribery and Investment: Firm-Level Evidence from Africa and Latin America**

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### **Bibliometric Evaluation and Informed Peer Review: Evidence from Italy**

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### **Strategic Incentives to Human Capital**

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### **Using What You Know: Patented Knowledge and Incumbent Firms in Employee Entrepreneurship**

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### **Learning to Be Edison: Inventors, Organizations, and Breakthrough Inventions**

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### **Il mestiere del docente**

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### **Research on Markets for Inventions and Implications for R&D Allocation Strategies**

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### **General technological capabilities, product market fragmentation, and markets for technology**

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### **Organizational Attributes and the Distribution of Rewards in a Region: Managerial Firms vs. Knowledge Clusters**

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### **Business-Model Innovation: General Purpose Technologies and their Implications for Industry Structure**

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### **How 'Provincial' Is Your Region? Openness and Regional Performance in Europe**

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### **A Breath of Fresh Air? Firm Type, Scale, Scope, and Selection Effects in Drug Development**

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### **The value of European patents**

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### **Technological Revolutions and the Evolution of Industrial Structures: Assessing the Impact of New Technologies upon the Size and Boundaries of Firms**

DOSI, G., A. GAMBARDELLA, M. GRAZZI, L. ORSENIGO, "Technological Revolutions and the Evolution of Industrial Structures: Assessing the Impact of New Technologies upon the Size and Boundaries of Firms", Capitalism and Society, 12 June 2008, vol. 3, no. 1

### **Inventors and invention processes in Europe: Results from the PatVal-EU survey**

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### **The market for patents in Europe**

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### **Proprietary versus public domain licensing of software and research products**

GAMBARDELLA, A., B. H. HALL, "Proprietary versus public domain licensing of software and research products", *Research Policy*, 2006, vol. 35, no. 6, pp. 875-892

### **The Impact of NSF Support for Basic Research In Economics**

ARORA, A. GAMBARDELLA, "The Impact of NSF Support for Basic Research In Economics", *Annales d'Économie et de Statistique*, 2005, no. 79/80, pp. 91-117

### **Le Reazioni dei Concorrenti all'Innovazione Tecnologica**

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### **'Successes' and 'Failures' in the Markets for Technology**

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### **Markets for technology in the knowledge economy**

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### **Markets for Technology and their Implications for Corporate Strategy**

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### **Specialized technology suppliers, international spillovers and investment: evidence from the chemical industry**

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### **'Old economy' inputs for 'new economy' outcomes: Cluster formation in the New Silicon Valley**

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### **The asymmetry between small and large firms in Italy and the emergence of the new economy**

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### **The evolution of collaborative relationships among firms in biotechnology**

BARBANTI, P., A. GAMBARDELLA, L. ORSENIGO, "The evolution of collaborative relationships among firms in biotechnology", *International Journal of Biotechnology*, 1999, vol. 1, no. 1, pp. 10-29

## **Does technological convergence imply convergence in markets? Evidence from the electronics industry**

GAMBARDELLA, A., S. TORRISSI, "Does technological convergence imply convergence in markets? Evidence from the electronics industry", Research Policy, 1998, vol. 27, no. 5, pp. 445-463

## **Reputation and Competence in Publicly Funded Science: Estimating the Effects on Research Group Productivity**

ARORA, DAVID, A. GAMBARDELLA, "Reputation and Competence in Publicly Funded Science: Estimating the Effects on Research Group Productivity", Annales d'Économie et de Statistique, 1998, no. 49/50, pp. 163

## **Domestic markets and international competitiveness: Generic and product-specific competencies in the engineering sector**

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## **Public Policy towards Science : Picking Stars or Spreading the Wealth ?**

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## **Division of labour and the locus of inventive activity**

ARORA, A., A. GAMBARDELLA, E. RULLANI, "Division of labour and the locus of inventive activity", Journal of Management & Governance, 1997, vol. 1, no. 1, pp. 123-140

## **The Impact of Urban Structure on the Location of Producer Services**

AIROLDI, A., G. BIANCHI JANETTI, A. GAMBARDELLA, L. SENN, "The Impact of Urban Structure on the Location of Producer Services", The Service Industries Journal, 1997, vol. 17, no. 1, pp. 91-114

## **Regional Linkages Through European Research Funding**

GAMBARDELLA, A., W. GARCIA-FONTES, "Regional Linkages Through European Research Funding", Economics of Innovation and New Technology, 1996, vol. 4, no. 2, pp. 123-138

## **Evaluating technological information and utilizing it**

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## **The changing technology of technological change: general and abstract knowledge and the division of innovative labour**

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## **'Biological' revolution and strategies for innovation in pharmaceutical companies**

VALLE, F., A. GAMBARDELLA, "Biological' revolution and strategies for innovation in pharmaceutical companies", R&D Management, 1993, vol. 23, no. 4, pp. 287-302

## **Competitive advantages from in-house scientific research: The US pharmaceutical industry in the 1980s**

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## **Complementarity and External Linkages: The Strategy of the Large Firms in Biotechnology**

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## **Other**

### **Se il modello ragiona cambia la natura del nostro lavoro**

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### **As AI becomes agentic, our jobs are bound to change - Se l'AI diventa agentica, la natura del nostro lavoro cambia**

CAMUFFO, A., A. GAMBARDELLA, "As AI becomes agentic, our jobs are bound to change - Se l'AI diventa agentica, la natura del nostro lavoro cambia", SDA Bocconi Insight, 13 October 2025

### **Editorial Statement—Business Strategy**

GAMBARDELLA, A., M. GUADALUPE, A. M. MCGAHAN, "Editorial Statement—Business Strategy", Management Science, 2024, vol. 70, no. 4, pp. v-v

### **Founders, Apply the Scientific Method to Your Startup**

SPINA, C., A. CAMUFFO, A. GAMBARDELLA, "Founders, Apply the Scientific Method to Your Startup", Harvard Business Review, 18 November 2020

### **Creative Construction: The DNA of Sustained Innovation. By Gary P. Pisano. Public Affairs: New York, 2019, ISBN 9781610398770, pp. 268**

GAMBARDELLA, A., "Creative Construction: The DNA of Sustained Innovation. By Gary P. Pisano. Public Affairs: New York, 2019, ISBN 9781610398770, pp. 268", R&D Management, 2020, vol. 50, no. 5, pp. 667-668

### **Theory in strategic management**

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### **Reviews of strategic management research**

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### **Employee Mobility and Entrepreneurship A Virtual Special Issue**

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## **Introduction: Collection of articles at SMJ concerning promotion of women to senior management positions**

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## **Replication in strategic management**

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## **Editors' Introduction**

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## **Foundation of the Economics of Innovation: Theory, Measurement and Practice: Hariolf Grupp (Ed.), Edward Elgar, Cheltenham UK, 1998, 521 pp., ISBN 1-85898-7164**

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## **Proceedings/Presentations**

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### **Bayesianism and Unforeseen Events: Empirical Evidence from Two Field Experiments**

MESSINESE, D., A. GAMBARDELLA, "Bayesianism and Unforeseen Events: Empirical Evidence from Two Field Experiments" in 83rd Annual Meeting of the Academy of Management, 4-8 August, 2023, Boston, United States of America

### **Behavioral Considerations in Patent Exploitation by Family Firms**

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### **Understanding Probabilistic Reasoning in Strategy**

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### **Knowledge workers' autonomy: A motivation instrument?**

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### **The impact of the geographical distance on the role of sources of knowledge spillover**

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### **Does grease money buy influence rent? Bribery and firm performance in Africa and Latin America**

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### **Localized Knowledge Spillovers and Wage Differences**

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### **De Gustibus Non Est Disputandum: A Demand based View of Technological Innovation**

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### **A Demand Based View of Technological Innovation: A Review, Conceptualization, and Future Research Direction**

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## **Articles in national/international newspapers**

### **The missing link: Why economic policy needs organisational economics**

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### **The economics of organisational strategy**

AZMAT, G., F. ENGLMAIER, A. GAMBARDELLA, M. GUADALUPE, R. SADUN, C. THOMAS, "The economics of organisational strategy", VoxEU - CEPR, 9 September 2024

### **Coronavirus, perché ad Harvard hanno sbagliato**

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### **Intelligenza artificiale, cercasi manager**

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### **Al digitale italiano serve un "piano Marshall"**

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### **A scientific approach to entrepreneurial decision making: Evidence from a randomised control trial**

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### **Tutti pazzi per i dati. Ma servono investimenti**

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### **Avere i Dati e Riutilizzarli per la Ripresa**

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