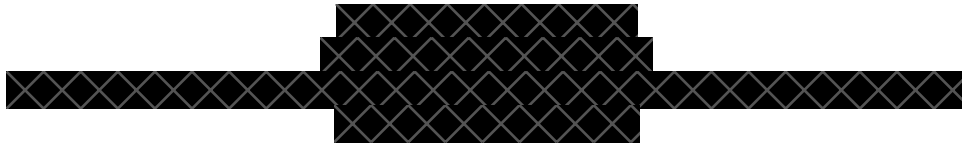


LAPO MOLA



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Lapo Mola is Associate Professor at SKEMA Business School, and at University of Verona (double affiliation). He is member of the KTO (Knowledge, Technology and Organization) Research Center, Sophia Antipolis France. Lapo received his Ph.D. at IULM University (Milan) in Economics on Information – Information System track. After his “*Laurea*” in Economics at University of Verona, Lapo worked from 1997 to 2002 as Consultant and Project Manager in more than 30 ERP implementation projects where his main role was the analysis and reconfiguration of business processes, including the redesign of organization structures.

He is an active member of the AIS, Association for Information Systems, organizing itAIS 2005 (the Conference of the Italian Chapter of AIS) ECIS 2009 (European Conference on Information Systems) and MCIS 2014 (Mediterranean Conference on Information Systems). His current research projects include, the impact of Information Infrastructures, such as ERP, Business Intelligence systems on organization strategy, the impact of Internet platforms on organization design and inter-organizational relationships, institutional change and institutional logics in IT sourcing practices, the diffusion of Information and Communication Technologies, IT driven Organization Design. He published in journals such as European Journal of Information Systems, European Journal of Operational Research, Information Systems Journal, Electronic Markets, Production Planning and Control.

CURRENT POSITIONS

- Associate Professor in digitalization at **SKEMA Business School**, Digitalization Academy
- Responsibilities:
 - Co-Director of DDBA (Digital Doctoral in Business Administration) SKEMA Business School – BSI (<http://www.SKEMA.edu/programmes/digital-dba>)
 - Coordinator for the M1 course Information Systems and Operations (6 campuses 1200 students, 7 teachers)
 - Scientific Coordinator of the M2 Apprentissage program in Business Process Management SKEMA Business School
 - Member of the scientific committee of KTO (Knowledge, Technology and Organizations) Research Center SKEMA Business School
 - Affiliate member of GREDEG _ Sophia Antipolis
 - Member of Scientific Committee Academy RISE – IDEX – Universite Cote Azure
- Associate Professor in Organization Science at **University of Verona**, Italy.

PREVIOUS POSITIONS

2009 – 2014	Tenured Assistant Professor at University of Verona, Department of Business Administration (Dipartimento di Economia Aziendale).
2007 – 2014	Affiliate Professor at IÉSEG School of Management (Business school of Catholic University of Lille) Campus Lille and Paris, France.
2011 – 2013	Program Coordinator of the “Executive Master in ICT management” at CUOA Business School, Altavilla Vicentina, Italy.
2006 – 2009	Lecturer, Tenure track in Organization at Verona University
2002 – 2006	Ph.D. Candidate at IULM University Milan. Supervisors: Prof. Claudio Ciborra and Dr. Andrea Carignani
2000 – 2002	Project Manager in ERP implementation Project at Gruppo Formula S.p.A
1997 – 2000	Business Process Analyst in ERP implementation Projects, Ratio S.r.l.
1991 – 1992	Italian Navy,
1992 – 1995	Journalist for the local newspaper “ <i>La Cronaca di Verona e della Provincia</i> ”

EDUCATION

2017	International Teaching Program (ITP 2017)
2006	Dottore di Ricerca (Ph.D.) IULM University, Milan. Thesis title: “Oltre gli IT Artifacts: Prospettive Emergenti per l’Interpretazione delle ICT. Il Caso dei Sistemi ERP”. Dissertation successfully defended on February 14th 2006.
2005	Summer School at LSE - London School of Economics and Political Science (UK). Prof. Dr. E.Withley: Politics of Information Society
2004	Visiting Researcher University College Cork (UCC) Cork Ireland
1997	Dottore in Economia, University Degree , with specialization in Management of innovation. Thesis Title: «L’impresa di Ricerca e Sviluppo, analisi aziendale e fattori critici di successo attraverso un caso di studio: il Centro Ricerche FIAT (CRF)», supervisor: Prof. Giuseppe Bruni.
1988	Maturità Classica (High school degree in classical studies) , Liceo Cassico Scipione Maffei, Verona Italy.

TEACHING PORTFOLIO (selected)

Postgraduate, Executive and MBA education

- Master 1 (PGE - M1) Sophia Antipolis Campus (FR) Course Management Information in digital age. Spring 2019.
- Master in Digital Business, SKEMA Business School Sophia Antipolis Campus (FR) Course: “Digital Transformation of Organizations” (MSc) Spring 2017 – Spring 2019.
- Master in Project & Program Management & Business Development SKEMA Business School Lille an Paris Campus (FR) Course: “Research method and data driven decision making in big data time” (MSc) Fall 2017.

- Master (PGE - M2) in Business Process Management, SKEMA Business School Sophia Campus (FR) Course: “Business Process Management” (MSc) Fall 2015, Fall 2016, Fall 2017, Fall 2018.
- Master in Fashion and Luxury Management SKEMA Business School, Sophia Antipolis Campus (FR) Course: “Research method and Critical Thinking” (MSc) Fall 2016
- Master 1 (PGE - M1) Sophia Antipolis Campus (FR) Course Information Systems and Operations Fall 2015, Fall 2016, Fall 2017.
- Master in Business Intelligence and Knowledge Management CUOA Business School (Vicenza Italy): course title: “Organization Design: From structures to Process” January 2013
- Master in International Business, IESEG School of Management, Lille and Paris Campus (FR) Course: “Business Process Management”, (MSc), October 2012, December 2012
- MBA in Finance and Accounting CUOA Business School (Vicenza Italy): course title: “Information Systems challenges” December 2012
- MBA in Finance and Accounting CUOA Business School (Vicenza Italy): course title: “Information Systems challenges” July 2011
- Master in International Business, IESEG School of Management, Lille Campus (FR) Course: “Managing Technochange”, (MSc), March 2009, March 2010
- Master in International Business, IESEG School of Management, Lille Campus (FR) Course: “Business Analysis”, (MSc), March 2010; March 2012, February 2013
- MBA University of Pisa: Lecture: “Information Systems today: Threats and Challenges” February 2011
- Master EBM for IP of SMEs, University of Verona, Lecture: “Organizational Design and Information Systems for Internationalization focus on SMEs”. June 2004 June 2005 .
- Master in Human Resources, Almaweb, University of Bologna, Lecture: “IT and Organizational Change: E and DWH in Enterprises”. March 2005
- Master in Business Administration, Università LUISS Guido Carli, Lecture: “Information Systems for inter-organizational collaboration”, Rome, Italy, July 2008.
- Master in Management of Innovation in Tourist Services, University of Naples – Parthenope, Lecture: IT for Tourism industry; November 2004.
- Master in Logistics (Logimaster), Università’ degli Studi di Verona, Lecture: “The dynamics of the Supply Chain”, Executive Education, Verona, Italy, April 2008.
- Master in Business Intelligence and Knowledge Management, Università’ degli Studi di Verona, Lecture: “BPR, BPI and Information Infrastructures”, Executive Education, Verona, Italy, November 2007, November 2008.

Undergraduate education

2018 – 2019	Management Information Systems, Bachelor level, SKEMA Business School – Sophia Antipolis Campus
2014 – 2015	Management Information Systems, Bachelor level, SKEMA Business School – Sophia Antipolis Campus

- 2006 – 2014 Course "*Organization Theory, Behaviour and Design*" (*Organizzazione Aziendale*), University of Verona.
- 2006 – 2009 Course: "*Introduction to Information Systems*", University of Verona
- 2003 – 2007 Course "*Organization Theory, Behaviour and Design*" (*Organizzazione Aziendale*), University of Trento.

Ph.D. Education

- 2018 – Seminars: "Organization Theories: "Resource Based View" "Dynamic Capabilities" and "Institutional theory" University of Verona.
- 2015 – 2018 Seminar: "Qualitative Research Method" DBA in Project and Program Management SKEMA Business School.
- 2013 – Seminars: "Organization Theories: Population Ecology" and "Institutional theory" University of Verona and Padua.
- 2012 – Seminar: "Organization Theories: Population Ecology". University of Verona and Padua.
- 2010 – Seminar: "Organization Theories in IS". University of Verona.
- 2009 – Seminar: "Evolution of the IS Discipline". University of Verona.

Pd.D. Supervision

Co-Supervision of Ph.D thesis of Giulio Buciuni with Cecilia Rossignoli:
Thesis Title: "Managing supply chains in the globalizing furniture industry. an international comparative study".

OFFICES AND DISTINCTIONS

- Program Co-Chair MCIS 2019, Mediterranean Conference on Information Systems Naples.
- Doctoral Consortium Faculty MCIS 2018 Mediterranean Conference on Information Systems, Corfu
- Track Chair ECIS 2018 Portsmouth, UK
- Track Chair AIM 2017 SKEMA Business School Paris
- Conference Chair of the Mediterranean Conference on Information Systems (MCIS) 2014
- Ancillary Event Chair ICIS 2013 - International Conference on Information Systems - 2013
- Co-track Chair: Track Performance and control in Information Systems, EURAM 2013 - European Academy of Management - Istanbul (Turkey) - 2013
- Vice President Education itAIS - Italian Chapter of the Association for Information Systems - 2012
- Program Chair itAIS2012 - Università Cattolica del Sacro Cuore – Rome 2012
- Member of the program committee of MCIS 2010, Mediterranean Conference on Information Systems – Program Administrator - Academic College of Tel Aviv (Israel)
- Member of the Organizing Committee of ECIS (European Conference on Information Systems) for 2009 – Local Organizer – University of Verona - Italy
- Member of Scientific Committee of Master in Business Intelligence e Knowledge Management 2007, 2008, 2009, 2010, 2011, 2012.
- Member of the program committee of MCIS 2009, Mediterranean Conference on Information Systems
- Member of Scientific Committee of Doctoral Program, Department of Management and Accounting (Dipartimento di Economia Aziendale) University of Verona 2008 and 2009
- Track Chair for ItAIS 2009. VII Conference of itAIS, the Italian Chapter of Association for Information Systems
- Session Chair ECIS (European Conference on Information Systems) 2009
- Track Chair for ItAIS 2007. V Conference of itAIS, the Italian Chapter of Association for Information Systems
- Member of Organizing Committee of itAIS 2005- Italian Chapter of the Association of Information Systems

REVIEWING ACTIVITIES

- Reviewer for Technological forecasting and Social Change
- Reviewer for European Journal of Information Systems, (EJIS).
- Reviewer for Journal of Information Technology (JIT).
- Reviewer for Systeme d'Information et Management (SIM).
- Reviewer for International Journal of Organizational Design and Engineering (IJODE)
- Reviewer for the Academy of Management Meeting (AoM meeting).
- Reviewer International Conference of Information Systems (ICIS).
- Associate editor and reviewer for European Conference of Information Systems (ECIS).

MEMBERSHIP OF PROFESSIONAL BODIES

- Member of the AIS, Association of Information Systems, since 2002
- Member of the AOM, Academy of Management , OCIS Division, since 2009
- Member of EGOS, European Group for Organizational Studies, since 2011

- Member of the editorial board of the International Journal of Organizational Design and Engineering (IJODE).

REFEREES

Prof. Gabriele Piccoli
Prof. Walter Fernandez
Prof. Joao Cunha
Prof. Cecilia Rossignoli
Prof. Andrea Carugati
Prof. Nancy Pouloudi
Prof. Frantz Rowe
Prof. Michel Kalika
Prof. Isabelle Walsh

LIST of PUBLICATIONS

PEER REVIEWED JOURNAL PUBLICATIONS (in English)

- **Mola, L.**, Carugati, A., Giangreco, A., & Cunha, J., On the micro-foundational processes of diffusion of it: the case of its diffusion in long-term care. *European Journal of Information System (CNRS Cat1)*
- Gaudenzi, B., **Mola, L.**, & Rossignoli, C. (2021). Hitting or missing the target: Resources and capabilities for alternative e-commerce pathways in the fashion industry. *Industrial Marketing Management*, 93, 124-136. **(CNRS Cat2)**
- Carugati, A., **Mola, L.**, Plé, L., Lauwers, M., & Giangreco, A. (2020). Exploitation and exploration of IT in times of pandemic: from dealing with emergency to institutionalising crisis practices. *European Journal of Information Systems*, 29(6), 762-777. **(CNRS Cat1)**
- **Mola, L.**, Berger, Q., Haavisto, K., & Soscia, I. (2020). Mobility as a service: An exploratory study of consumer mobility behaviour. *Sustainability*, 12(19), 8210.
- Carugati, A., Fernández, W., Mola, L., Rossignoli, C. (2018). My choice, your problem? Mandating IT use in large organisational networks. *Information Systems Journal*. 28(1), 6-47. **(CNRS Cat2)**
- Mola,L., Russo, I., Giangreco, A., Rossignoli C., Who knows what? Reconfiguring the governance of the supply chain between physical and digital processes in the fashion industry, *Production Planning & Control* Forthcoming **(CNRS Cat2)**
- Rossignoli, C., Mola, L., Zardini, A., Ricciardi, F. (2017). The organizational impact of SaaS adoption on CRM applications. *World Review of Entrepreneurship, Management and Sustainable Development*, 13(5-6), 593-611.
- Mola, L., Rossignoli, C., Carugati, A., & Giangreco, A. (2015). Business Intelligence System Design and its Consequences for Knowledge Sharing, Collaboration, and Decision-Making: An Exploratory Study. *International Journal of Technology and Human Interaction (IJTHI)*, 11(4), 1-25. **(CNRS Cat4)**
- Buciuni G., Mola L., (2014) "How do entrepreneurial firms establish cross-border relationships? A global value chain perspective" *Journal of International Entrepreneurship*. Vol 12 n.1 pp. 67-84 **(CNRS Cat3)**
- Mola L., Carugati A. (2012) Escaping "localisms" in it sourcing: tracing changes in institutional logics in an Italian firm. *European Journal of Information Systems*. Vol. 21 n.6 pp. 388-403 **(CNRS Cat1)**
- Dejaeger K., Goethals F., Giangreco A., Mola L., Baesens B. (2012) Gaining insight into student satisfaction using comprehensible data mining techniques. *European Journal of Operational Research*, Vol. 218, n. 2 , , pp. 548-562 **(CNRS Cat1)**
- Zardini A., Mola L., Rossignoli C., (2011) The Enterprise Content Management can develop the Organizational Value through Knowledge Management. *International Journal of Information and Communication Technology Research* Vol. 1, No.1 pp. 27-36.
- Zardini A., Mola L., Vom Brocke J., Rossignoli C., (2010) The role of ECM and its contribution in decision-making processes. *Journal of Decision Systems* , vol. 19 , n. 4 , 2010 , pp. 389-406 **(CNRS Cat4)**
- Rossignoli C., Carugati A., Mola L. (2009), The strategic mediator: a paradoxical role for a collaborative e-marketplace: *Electronic Markets* , vol. 19, pp. 55-66. **(CNRS Cat3)**

PEER REVIEWED BOOK CHAPTERS WITH INTERNATIONAL PUBLISHERS (in English language - selected)

- Mola, L., Kaminska, R., & Carugati, A. (2019). Changing Institutionalized Practices When Implementing a Mandated Technology. In *Organizing for the Digital World* (pp. 203-214). Springer, Cham.
- Mola, L., & Russo, I. (2016). From e-Marketplace to e-Supply Chain: Reconceptualizing the Relationship Between Virtual and Physical Processes. In *Empowering Organizations* (pp. 133-145). Springer International Publishing.
- Augier, M., & Mola, L. (2016). Reshaping Organizations with Social Networks and Collaboration. In *Blurring the Boundaries Through Digital Innovation* (pp. 9-20). Springer International Publishing.
- Carugati, A., Mola, L., & Giangreco, A. (2014). The Role of IT in Organizational Networks, Individual Networks, and in Bridging These Two Levels. In *Smart Organizations and Smart Artifacts* (pp. 17-28). Springer, Cham.
- A.Carugati, C. Gibson, L. Mola. (2010) Patterns of Technochange Management in ERP Multisite Implementations, in D'Atri A., Saccà D. (eds.) *Information Systems: People, Organizations, Institutions, and Technologies* , Springer, Berlin, Germany, 2010 , pp. 569-577.
- Bulchand-Gidumal J., Mola L. (2010) Managing IS Services with Something in Between Outsourcing and Insourcing: Buffer Organizations, in D'Atri A., Saccà D.(eds.) *Information Systems: People, Organizations, Institutions, and Technologies*, Springer, Berlin, Germany, 2010 , pp. 425-433.
- Rossignoli C., Mola L., Cordella A., (2009), Reconfiguring interaction through the e-marketplace: a transaction cost theory based approach , in Yogesh K. Dwivedi, Banita Lal,; Michael D.; Scott L. Schneberger; Michael R. Wade (eds.) *Handbook of Research on Contemporary Theoretical Models in Information Systems* , Information Science Reference (IGI Global).
- Carugati A., Mola L., Rossignoli C., (2008). E-Clubbing: New Trends in Business Processing Outsourcing in D'Atri A., De Marco M., Casalino N. (eds.)

REFEREED CONFERENCES (selected)

- Carugati, A., Mola, L., Cunha, J., & Fernandez, W. (2020). The Changing Value of Enterprise Architecture Capability Maturity. In *Academy of Management Proceedings* (Vol. 2020, No. 1, p. 17752). Briarcliff Manor, NY 10510: **Academy of Management**.
- Arena, L., Mola, L., Remond, N., & Rowe, F. (2020, January). How Do Enterprise Software Providers Adapt their Strategies to the Cloud? An Analysis through Sap Hana Journey based on the Evolution of Sap'S Discourse (2010-2018). In *Proceedings of the 53rd Hawaii International Conference on System Sciences*.
- Rossignoli, C., Ricciardi, F., Mola, L., & Zardini, A. (2014). Inter-organizational Networks of E-Intermediaries: An Exploratory Study. **22nd European Conference on Information Systems (ECIS)** Tel Aviv 9-11 June p.1-9
- Confente, I., Zardini, A., & Mola, L. (2014). IT Based Communication in Professional Service Firms: the Long and Winding Road. In *Proceedings of the European Conference on Social Media: ECSM* (p. 94). Academic Conferences Limited..
- Carugati A., Mola L., Giangreco A., The role of IT in bridging organizational networks and individual networks: a case study, "**EGOS Colloquium 2013**", Motreal , 4-6 Luglio , 2013 , pp. 1-11.
- Buciuni G., Russo I, Mola L., Reshaping The Interface Between Marketing And Operations In Globalizing Furniture Supply Chains, Atti di "**IMP - Industrial**

- Marketing and Purchasing Conf.**” 2013”, Atlanta (USA), 30 August - 2 September 2013, pp. 1-11.
- Mola L., Rossignoli C., Ten Years of experience: the case of the Master in Business Intelligence & Knowledge Management – (BIKM). **World Summit on Big Data and Organization Design**. Paris, May 16-17 2013.
 - Rossignoli C., Mola L., Ferrari A., Zardini A. Saas Adoption: Critical Factors for CRM Application. **Academy of Management Meeting**, Boston, 03-07 August 2012.
 - Rossignoli C., Mola L., Carugati A. E-marketplaces and the design of global organizations: A research agenda for the new role of the e-strategic mediator. 28th **EGOS Colloquium 2012**, Helsinki, July 4–7, 2012.
 - Buciuoni G., Mola L. Reshaping the organizational structure in the global economy: Evidence from the U.S. furniture industry, 28th **EGOS Colloquium 2013**, Helsinki, July 4–7, 2012.
 - Vitari C., Piccoli G., Mola L., Rossignoli C. Antecedents of IT Capabilities in the context of the Digital Data Genesis Proceeding of the **20th European Conference on Information Systems (ECIS)** Barcelona 10-13 June 2012.
 - Mola, L. Cargati, A., BulchandG.,J, An Empirical Investigation of Internal Markets as a Sourcing Option for The Delivery of IS Services. **Academy of Management Meeting**, San Antonio, 12-16 August 2011.
 - Mola L., Rossignoli C., Carugati A., Fernandez W. (2010): Say Cheese: a Case Study of Modernization in Agribusiness, **Academy of Management Meeting**, Montreal, August 9-12 2010.
 - Cordella A., Mola L., Rossignoli C. (2009): Software market configuration: a socio-technical explanation, Proceedings of **ICIS (International Conference on Information Systems)** 2009, Phoenix 16 – 18 december 2009.
 - Mola L., Rossignoli C., Carugati A. (2008): The unexpected destiny of a collaborative e-marketplace: the Agriok Case Proceeding of the **16th European Conference on Information Systems (ECIS)** Galway 9-11 June.
 - Cordella A., Mola L., Wilcoks L. (2008): ICTs, Marketization and Bureaucracy In the UK Public Sector: Critique and Reappraisal. **Proceedings of the Second Global Sourcing Workshop** Val d'Isere France 13-15 March 2008..
 - Rossignoli C., Mola L., Zardini.A.,(2007): Cecilia Rossignoli Virtual Network Organizations and e-procurement: a new outsourcing perspective. Proceedings of the **First Global Sourcing Workshop** Val d'Isere France 13-15 March 2007.
 - Rossignoli C., Cordella A., Mola L. (2006) E-Marketplace and transaction cost theory: a possible set of new ideas, Proceedings of **14th European Conference on Information Systems (ECIS)** Goteborg 12-14 June 2006.
 - Rossignoli C., Mola L, (2004) “E.M.P. as enabler of new organisational architeturcs: an Italian case study”. Proceedings of “**17th e-commerce conference – e-Global**, Bled (Slovenia), 2004.