

## Gino Cattani

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Stern School of Business, NYU  
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## ACADEMIC POSITIONS

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### Stern School of Business, NYU

2020-present	Professor
2013-2020	Associate Professor (with tenure)
2010-2013	Associate Professor
2004-2010	Assistant Professor

### Sloan-MIT

2014-2015	Visiting Scholar
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## EDUCATION

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### The Wharton School, University of Pennsylvania

2004	Ph.D., Strategy and Organization Theory
2001	M.A., Management Science and Applied Economics

### Sloan-MIT

1995-1996	Visiting Fellow
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### Faculty of Economics, University of Pisa, Italy

1997	Doctoral Degree, Business Administration
1991	B.A., Accountancy and Business

## JOURNAL PUBLICATIONS

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Andriani, P., Cattani, G., Dang, R. J., & Kaminska R. (2025). From Perfume to Spirits: Exaptation of a Bundle of Local Resources by an Outsider Entrepreneur. *Research Policy*, 54(1): 105137.

Cattani, G., Mastrogiorgio, & M. Carignani, G. (2024). Resource Reallocation across Successive Systemic Innovations: How Rolls-Royce shaped the Evolution of the Turbojet, Turboprop and Turbofan. *Strategic Management Journal*. <https://onlinelibrary.wiley.com/doi/full/10.1002/smj.3655>

Andriani, P., & Cattani, G. (2024). Towards an Evolutionary Theory of Shadow Options: Emergent Uses of Corning's Glass-based Innovations. *Organization Science*. <https://pubsonline.informs.org/doi/10.1287/orsc.2023.17512>

Marantz, E., & Cattani, G. (2024). Changing of the Guards: Status Dynamics and Innovation in American TV Shows, 1948-2010. *Poetics*, 102: 101859.

- Cattani, G., Fontana, R., & Malerba, F. (2024). Entrants Heterogeneity, Pre-Entry Knowledge and the Target Industry Context: A Taxonomy and a Framework. *Industrial and Corporate Change*, 33, 8-39.
- Greenberg, J., Sands, D., Cattani, G., & Porac, J. (2024). Rating Systems and Increased Heterogeneity in Firm Performance: Evidence from the New York City Restaurant Industry, 1994-2013. *Strategic Management Journal*, 45(1): 36-65.
- Cattani, G., Clemente, M., Durand, R., & Ke Mai, M. (2024). Who Controls the Controller? People Reaction to Social Control Agent's Decisions about Organizational Misconduct. *Journal of Management Studies*, 61(3): 785-819.
- Cattani, G., Colucci, M., & Ferriani, S. (2023). From the Margins to the Core of a Mature Field: How Gabrielle Chanel Changed Haute Couture Forever. *Enterprise & Society*, 24(2): 546-588.
- Cancellieri, G., Cattani, G., & Ferriani, S. (2022). Tradition as a Resource: Robust and Radical Interpretations of Operatic Tradition in the Italian Opera Industry, 1989-2011. *Strategic Management Journal*, 43(13): 2703-2741. (The paper received the 2<sup>nd</sup> Price for the 2023 best-paper award on "Innovation, Corporate Entrepreneurship and Transformation" from EBS University)
- Andriani, P., & Cattani, G. (2022). Functional Diversification: The Emergence of New Drug Uses in the Pharma Industry. *Industrial and Corporate Change*, 31(5): 1177-1201.
- Falchetti, F., Cattani, G., & Ferriani, S. (2022). Start with 'Why but Only if You Have to: The Strategic Framing of Novel Ideas across Different Audiences. *Strategic Management Journal*, 43(1): 130-159. (The paper received the 2<sup>nd</sup> Price for the 2021 best-paper award on "Innovation, Corporate Entrepreneurship and Transformation" from EBS University)
- Cattani, G., & Malerba F. (2021). Evolutionary Approaches to Innovation, the Firm and the Dynamics of Industries. *Strategy Science*, 6(4): 265-289.
- Cattani, G., & Kim, J-h. (2021). Variety-seeking, Learning and Performance. *PLOS ONE* 16(3): e0247034.
- Aadland, E., Cattani, G., Falchetti, D., & Ferriani, S. (2020). Reflecting Glory or Deflecting Stigma? The Interplay between Status and Social Proximity in Peer Evaluations. *PLOS ONE* 15(9): e0238651.
- Engler, D., Cattani, G., & Porac, J. (2020). Studying the Incubation of a New Product Market through Realized and Alternative Histories. *Strategy Science*, 5(3): 160-192.
- Cattani, G. (2019). The Origins and Recognition of Radical Innovation: A Multi-Disciplinary Perspective. *Stato and Mercato* (Il Mulino, English version), 117: 375-408.
- Aadland, E., Cattani, G., & Ferriani, S. (2019). Friends, Favours and Cliques: Relational Mechanisms of Recognition in Peer-Based Tournament Rituals. *Academy of Management Journal*, 62(3): 883-917.
- Carignani, G., Cattani, G., & Zaina, G. (2019). Evolutionary Chimeras: A Woesian Perspective of Radical Innovation. *Industrial and Corporate Change*, 28(3): 511-528.
- Cattani, G., Porac, J., Sands, D., & Greenberg, J. (2018). Competitive Sensemaking in Value Creation and Capture. *Strategy Science*, 3(4): 632-657.

- Aadland, E., Cattani, G., & Ferriani, S. (2018). The Social Structure of Consecration in Cultural Fields: The Influence of Status and Social Distance in Audience-Candidate Evaluative Processes. *Research in the Sociology of Organizations*, 55: 129-157.
- Cattani, G., Ferriani, S., & Lanza, A. (2017). Deconstructing the Outsider Puzzle: The Legitimation Journey of Novelty. *Organization Science*, 28(6): 965-992. Lead article.
- Cattani, G., Dunbar, R., & Shapira, Z. (2017). How Commitment to Craftsmanship Leads to Unique Value: Steinway & Sons' Differentiation Strategy. *Strategy Science*, 2(1): 13-38.
- Cattani, G., Porac, J., & Thomas, H. (2017). Categories and Competition. *Strategic Management Journal*, 38(1): 64-92.
- Andriani, P., & Cattani, G. (2016). Exaptation as Source of Creativity, Innovation, and Diversity: Introduction to Special Section. *Industrial and Corporate Change*, 25(1): 115-131. [Special issue/section on "Exaptation as Source of Creativity, Innovation, and Diversity" in *Industrial and Corporate Change*.]
- Cattani, G., Ferriani, S., & Allison, P. (2014). Insiders, Outsiders and the Struggle for Consecration in Cultural Fields: A Core-Periphery Perspective. *American Sociological Review*, 79(2): 258-281.
- Cattani, G., Dunbar, R., & Shapira, Z. (2013). Value Creation and Knowledge Loss: The Case of Cremonese Stringed Instruments. *Organization Science*, 24(3): 813-830.
- Cattani, G., Ferriani, S., Mengoli, S., & Mariani, M. (2013). Unpacking the 'Galácticos' Effect: Recruiting Stars and Profiting from Them. *Industrial and Corporate Change*, 22(6): 1629-1662.
- Ferriani, S., Cattani, G., & Baden-Fuller, C. (2009). The Relational Antecedents of Project-Entrepreneurship: Network Centrality, Team Composition and Project Performance. *Research Policy*, 38(10): 1545-1558.
- Cattani, G., & Ferriani, S. (2008). A Core/Periphery Perspective on Individual Creative Performance: Social Networks and Cinematic Achievements in the Hollywood Film Industry. *Organization Science*, 19(6): 824-844. (First runner-up for best OB paper published in 2008, OB Academy of Management Division.)
- Cattani, G. (2008). Leveraging in-House R&D Competencies for a New Market: How Corning Pioneered Fibre Optics. *International Journal of Technology Management*, 44(1/2): 28-52.
- Cattani, G., Ferriani, S., Negro, G., & Perretti, F. (2008). The Structure of Consensus: Network Ties, Legitimation and Exit Rates of U.S. Feature Film Producer Organizations. *Administrative Science Quarterly*, 53(1): 145-182.
- Cattani, G. (2008). Reply to Dew (2007)'s Commentary: Pre-adoption, Exaptation and Technology Speciation: A Comment on Cattani (2006). *Industrial and Corporate Change*, 17(3): 585-596.
- Winter, S. G., Cattani, G., & Dorsch, A. (2007). The Value of Moderate Obsession: Insights from a New Model of Organizational Search. *Organization Science*, 18(3): 403-419.
- Wezel, F., Cattani, G., & Pennings, J. M. (2006). Competitive Implications of Interfirm Mobility. *Organization Science*, 17(6): 691-709.

Cattani, G. (2006). Technological Pre-Adaptation, Speciation and Emergence of New Technologies: How Corning Invented and Developed Fiber Optics. *Industrial and Corporate Change*, 15(2): 285-318. (The paper received the 2012 Richard Nelson Award Price)

Cattani, G. (2005). Pre-adaptation, Firm Heterogeneity and Technological Performance: A Study on the Evolution of Fiber Optics, 1970-1995. *Organization Science*, 16(6): 563-580. Lead article. (The paper received the 2004 R. J. Litschert Best Doctoral Student Paper Award from The BPS Academy of Management Division)

Cattani, G., Wezel, F., & Pennings, J. M. (2003). Spatial and Temporal Heterogeneity in Founding Patterns. *Organization Science*, 14(6): 670-685.

## PAPERS UNDER REVIEW

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Cattani, G., Mastrogiorgio, A., Mastrogiorgio, M. Pluralistic Perspective on the Evolution of Technological Artifacts: The History of the Electric Guitar.

Clemente, M., Cattani, G., & Puglisi, R. Fan, Watchdog, or Both? Media Coverage of Referee Decisions in Italian Football.

## WORKING PAPERS

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Cattani, G., Falchetti, D., & Ferriani, S. Novelty Evaluation and Framing Strategies: The Outsider Challenge.

Cattani, G., & Kim, J-h. Coalitions, Organizational Learning and Performance.

Santoni, S., Cattani, G., Falchetti, D., & Ferriani, S. Dusty, Fresh, or Alien? Measuring Novelty in Heterogeneous Markets.

Cattani, G., & Mariani, M. Coordination and the Lifecycle of an Interorganizational Relationship: Evidence from the Italian Opera Sector.

## OTHER PUBLICATIONS

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Ferriani, S., & Cattani, G. (2023). The Way of the Outsider. Forthcoming in *MIT Sloan Management Review*.

Cattani, G. (2023). Organizational Identity: Paradoxes and Open Questions. Does Organization Theory Meet Strategy? In G. Di Stefano and F. C. Wezel (eds.), *Organization Theory Meets Strategy*, vol. 43, pp. 275-282. Advances in Strategic Management, Emerald Publishing Limited.

Cancellieri, G., Ferriani, S., & Cattani, G. (2023). Balancing Valued Tradition with Innovation. *MIT Sloan Management Review*, 24(4): 15-16.

Cattani, G., Deichmann, D., & Ferriani, S. (2022, edited by). The Emergence, Evaluation, and Legitimation of Novelty and Novel Ideas. *Research in the Sociology of Organizations*, vol. 77, Emerald Publishing Limited.

Ferriani, S., Cattani, G., & Falchetti, D. (2021). When Pitching an Idea, Should You Focus on “Why” or “How”? *Harvard Business Review*, October. <https://hbr.org/2021/10/when-pitching-an-idea-should-you-focus-on-why-or-how>.

- Cattani, G., Ferriani, S. (2021). How Outsiders Become Game Changers. *Harvard Business Review*, August. <https://hbr.org/2021/08/how-outsiders-become-game-changers>.
- Cattani, G., & Mastrogiorgio, M. (2021). New Developments in Evolutionary Innovation: Novelty Creation in a Serendipitous Economy. Oxford, UK: Oxford University Press.
- Cattani, G., Ferriani, S., Godart, F., & Sgourev, S. Aesthetic and Style in Strategy (2021, edited by). *Advances in Strategic Management*. London, UK: Emerald Group Publishing Limited.
- Cattani, G., Ferriani, S., Frederiksen, L., & Täube, F. (2011, edited by). Project-based Organizing. *Advances in Strategic Management*, 2011. London, UK: Emerald Group Publishing Limited.
- Wiesenfeld, B., & Cattani, G. (2010). Business through Hollywood's Lens. *Harvard Business Review*, 88(10): 146-147.

## BOOK CHAPTERS

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- Cancellieri, G., Cattani, G., & Ferriani S. (2023). Robust Design and Conventionality: Evidence from the Italian Opera Industry, 1989-2011. In A. Davies, S. Lenfle, C. H. Loch and C. Midler (eds.), *Handbook of Innovation and Project Management*, 333-354. Cheltenham, UK: Edward Elgar.
- Formilan, G., Ferriani, S., & Cattani, G. (2021). Erraticism and Stability in Creative Production. Insights from a Sequence Analytic Study in Electronic Music. *Research in the Sociology of Organizations*. London, UK: Emerald Group Publishing Limited.
- Sands, D., Cattani, G., Greenberg, J., & Porac, J. (2021). Competition as Sensemaking in Markets: Three Case Studies of Competitive Sensemaking in the New York City Restaurant Industry. In S. Arora-Jonsson, N. Brunsson, R. Hasse and K. Lagerstrom (eds.), *Competition. What It Is and Why It Happens*, 26-46. Oxford, UK: Oxford University Press.
- Cattani, G., Ferriani, S., Godart, F., & Sgourev, S. (2021). The Aesthetic Turn in Strategy: Creating Value with Style. In G. Cattani, S. Ferriani, F. Godart and S. Sgourev (eds.), *Aesthetic and Style in Strategy. Advances in Strategic Management*, 1-15. London, UK: Emerald Group Publishing Limited.
- Cutolo, D., Ferriani, S., & Cattani, G. (2021). Tell Me Your Story and I Will Tell Your Sales: A Topic Model Analysis of Narrative Style and Firm Performance on Etsy. In G. Cattani, S. Ferriani, F. Godart and S. Sgourev (eds.), *Aesthetic and Style in Strategy. Advances in Strategic Management*, 119-138. London, UK: Emerald Group Publishing Limited.
- Formilan, G., Ferriani, S., & Cattani, G. (2020). A Methodological Essay on the Application of Social Sequence Analysis to the Study of Creative Trajectories. In V. Dörfler and M. Stierand (eds.), *Handbook of Research Methods on Creativity*, pp. 329-350. Cheltenham, UK: Edward Elgar.
- Andriani, P., Brun, C., Carignani, G., & Cattani, G. (2020). Exaptation and Beyond: Multilevel Function Evolution in Biology and Technology. In C. La Porta, S. Zapperi, and L. Pilotti (eds.), *Understanding Innovation through Exaptation*, pp. 69-84. Springer-Nature.
- Cattani, G., Falchetti, D., & Ferriani, S. (2020). Innovators' Acts of Framing and Audiences' Structural Characteristics in Novelty Recognition. In J. Strandgaard, B. Slavich, and M. Khaire (eds.), *Technology and Creativity*, pp. 13-36. London, UK: Palgrave Macmillan.

- Cattani, G., Colucci, M., & Ferriani, S. (2016). Chanel's Creative Trajectory in the Field of Fashion: The Optimal Network Structuration Strategy. In G. E. Corazza and S. Agnoli (eds.), *Multidisciplinary Contributions to the Science of Creative Thinking*, pp. 117-132. Singapore: Springer.
- Cattani, G., Ferriani, S., & Colucci, M. (2015). Creativity in Social Networks: A Core-Periphery Perspective. In C. Jones, M. Lazarsen and J. Sapsed (eds.), *The Oxford Handbook of Creative Industries*, pp. 75-95, 2015. Oxford, UK: Oxford University Press.
- Cattani, G., & Ferriani, S. (2014). Networks and Rewards among Hollywood Artists: Evidence for a Social Structural Ordering of Creativity. In Dean K. Simonton and James C. Kaufman (eds.), *The Social Science of the Cinema*, pp. 185-206. Oxford, UK: Oxford University Press.
- Cattani, G., & Rotolo, D. (2013). An Exploratory Study of the Role of Publishing Inventors in Nanotechnology. In B. S. Ahronson, S. Ellis, I. Drori, T. L. Amburgey and U. Stettner (eds.), *Understanding the Relationship Between Networks and Technology, Creativity and Innovation*, pp. 97-122. London, UK: Emerald Group Publishing Limited.
- Cattani, G., & Fliescher, M. (2013). Product Category Interactions in Cultural Industries: Spaghetti Westerns Influence on American Western Movie Genre. In L. Lazzeretti (ed.), *Creative industries and Innovation in Europe*, pp. 212-231. Routledge Regions and Cities book series.
- Cattani, G., Ferriani, S., Frederiksen, L., & Täube, F. (2011). Project-based Organizing and Strategic Management: A Long-term Research Agenda on Temporary Organizational Forms. In G. Cattani, S. Ferriani, L. Frederiksen and F. Taeube (eds.), *Project-based Organizing. Advances in Strategic Management*. London, UK: Emerald Group Publishing Limited.
- Pennings, J. M., & Cattani, G. (2007). Sourcing of Innovation as Trendsetting in the Imaging Sector. In G. I. Susman (ed.), *Small and Medium-Sized Enterprises and the Global Economy*, pp. 78-102. Cheltenham, UK: Edward Elgar.
- Ferriani, S., Cattani, G., & Baden-Fuller, C. (2007). Fitness Determinants in Creative Industries: A Longitudinal Study on the Filmmaking Industry 1992-2003. In F. Malerba and U. Cantner (eds.), *Innovation, Industrial Dynamics and Structural Transformation: Schumpeterian Legacies*, pp. 209-237. Berlin, Germany: Springer.

## TEACHING

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### Courses taught at the Stern School of Business

2020-2024	Managing Innovation (Undergraduate)
2024	Strategic Design (Full-time MBA)
2024	Strategic Design (Langone, MBA)
2019-2023	Strategy II (Langone, MBA)
2016-2024	Strategy I (Langone, MBA)
2018-2020	Strategy (PhD seminar)
2013-2016	Managing in Creative Industries (Undergraduate)
2013	Managing Innovation (Undergraduate)
2007-2010	Technological Innovation & New Product Development (Langone, MBA)
2011-2012	Managing Innovation (Undergraduate)

2010	Technological Innovation & New Product Development (Undergraduate)
2012-2013	Organization Theory (PhD seminar)
2009-2016	International Study Program (Undergraduate)
2006	Competitive and Corporate Strategy (Undergraduate)
2005	Business Policy and Strategy (Undergraduate)

### Courses taught at the Wharton School of Business

2003 (Lecturer)	Introduction to Management (Undergraduate)
2000-2001 (Instructor)	Introduction to Management (Undergraduate)

### SERVICE

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Editor	Senior Editor at <i>Industrial and Corporate Change</i> , Associate Editor at <i>Strategic Management Journal</i> , Editor in Chief at <i>Advances in Strategic Management</i>
2021-on	Strategic Management Journal Associate Editor
2021-on	Industrial and Corporate Change Senior Editor
2017 - 2020	Organization Science Deputy Senior Editor
2018 - 2019	TIM Division Representative
2016	Advances in Strategic Management Chief Editor
2015 - 2024	Management Science Associate Editor
2014 - 2020	Organization Science Senior Editor
2013 - 2021	Industrial and Corporate Change Associate Editor
2013 - 2016	Academy of Management Journal Editorial Review Board
2011 - 2012	Chair of the BPS Awards Committee
2010 - 2011	Member of the BPS Awards Committee
2010	Strategic Management Journal Editorial Review Board
2009	Strategic Organization Editorial Review Board
2009	Member of the BPS Executive Committee
2006 - 2008	Member of the BPS Research Committee
2006	Organization Science Editorial Review Board
Ad hoc Reviewer	American Journal of Sociology, American Sociological Review, Administrative Science Quarterly, Academy of Management Journal, Organization Science, Management Science, Strategic Management Journal, Strategy Science, Journal of Management Studies, Industrial and Corporate Change, Strategic Organization, Research Policy, Organization Studies, Poetics
Member	Academy of Management, Strategic Management Society
Co-Founder and Member	Organizing Committee of "The Medici Summer School in Management Studies"
PhD Committee Member	Daniel Sands (Chair, University College London) Katia Meggiorin (Stevens Institute of Technology) Semi Min (Carlson School of Business, Minnesota University) Madeline King Kneeland (Cornell Hotel School)

Esther Leibel (Questrom School, Boston University)  
 Ji-hyun Kim (Yonsei University)  
 Erez Marantz (Tel Aviv University)  
 Daniel Engler (Illinois State University)  
 Ning Su (Ivey School of Business)  
 Erik Aadland (BI Norwegian Business School)

## GRANTS AND AWARDS

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2022	2 <sup>nd</sup> Price “2022 Best-Paper Award on Innovation, Corporate Entrepreneurship and Transformation” EBS University
2021	2 <sup>nd</sup> Price “2021 Best-Paper Award on Innovation, Corporate Entrepreneurship and Transformation” EBS University
2017	NSF Grant (The Cognitive Embeddedness of Competition and Entrepreneurial Performance in the New York City Restaurant Industry, \$294,291)
2015	TIM Outstanding Reviewer Award
2014	TIM Outstanding Reviewer Award
2013	OMT Outstanding Reviewer Award
2012	Richard Nelson Award Price
2009	First runner-up for best-paper in Organizational Behavior published in 2008
2008	Finalist for Best Paper Award at the 2nd Israeli Strategy Conference
2004	Best Doctoral Student Paper Award, BPS Division
2003	Finalist, INFORMS Organization Science Dissertation Proposal Competition
2003	BPS Outstanding Reviewer Award