Lapo MOLA

Associate Professor

Academy: Digitalization

Research center: Knowledge, Technology and Organization

Campus: Sophia Antipolis

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Research interests

Information Systems, Organization Design, Digital Transformation

Education

2006 Ph.D. in Economics of Communication, IULM University, Italy

Experience

Full-time academic positions

Since 2014 Associate Professor in Information Systems, SKEMA Business School, France

Other academic affiliations and appointments

Since 2017 Head of Distance learning DBA (DDBA), SKEMA Business School, France

2006 - 2009 Lecturer, tenure track , in Organization Science and Information Systems, Verona University, Italy

Other professional experiences

1997 - 2002 Project Manager, Formula SpA, Italy

Research grants, Awards and Honors

Awards and Honors

2019 Sandra Slaughter Service Award, Association for Information Systems (AIS)

Publications

Peer-reviewed journal articles

MIAN ALI NOOR SHAH, M.A.N. and MOLA, L. (2026). Digital transformation and knowledge in sustainable employability: A systematic literature review. *Journal of Innovation and Knowledge*, 11, pp. 100855.

RUSSO, I., MOLA, L. and GIANGRECO, A. (2025). Digitalisation for survival: managing resources in digitalizing operations and processes in the fashion industry. *Production Planning and Control*, 36(1), pp. 1-19.

MOLA, L. and ROFFIA, P. (2025). Digitalizing sales channels in wine business SMEs: the role of internal and external factors between opportunities and risks. *British Food Journal*, 127(4), pp. 1395–1419.

LA TORRE, D., ZUCCOTTO, M., CASTELLINI, A., MOLA, L. and FARINELLI, A. (2024). Reinforcement learning applications in environmental sustainability: a review. *Artificial Intelligence Review*, 57(88), pp. 1-68.

MOLA, L., KAMINSKA, R., RICHEBÉ, N. and CARUGATI, A. (2023). Social strategies for information technology adoption: Social regulation process of mandated enterprise social network systems. *Technological Forecasting and Social Change*, 192, pp. 122570.

ROFFIA, P. and MOLA, L. (2022). Is COVID-19 enough? Which underestimated conditions characterise the adoption of complex information infrastructures in small and medium-sized enterprises. *Journal of Business Research*, 144, pp. 1249-1255.

MOLA, L., CARUGATI, A., GIANGRECO, A. and DA CUNHA, J.V. (2022). Learning from unexpected technological success: an extended model of supply-side diffusion. *European Journal of Information Systems*, 31(5), pp. 597-616.

MOLA, L., VITARI, C., RAGUSEO, E. and ROSSIGNOLI, C. (2021). Antecedents of Dynamic Capabilities and IT-Dependent Initiatives in the Context of Digital Data. *International Journal of Technology and Human Interaction*, 17(4), pp. 131-152.

GAUDENZI, B., MOLA, L. and ROSSIGNOLI, C. (2021). Hitting or missing the target: resources and capabilities for alternative e-commerce pathways in the fashion industry. *Industrial Marketing Management*, 93, pp. 124-136.

CARUGATI, A., MOLA, L., PLE, L., LAUWERS, M. and GIANGRECO, A. (2020). Exploitation and exploration of IT in times of pandemic: from dealing with emergency to institutionalizing crisis practices. *European Journal of Information Systems*, 29(6), pp. 762-777.

MOLA, L., BERGER, Q., HAAVISTO, K. and SOSCIA, I. (2020). Mobility as a Service: An Exploratory Study of Consumer Mobility Behaviour. *Sustainability*, 12(19), pp. 15.

CARUGATI, A., FERNANDEZ, W., MOLA, L. and ROSSIGNOLI, C. (2018). My choice, your problem? Mandating IT use in large organisational networks. *Information Systems Journal*, 28(1), pp. 6-47.

MOLA, L., RUSSO, I., GIANGRECO, A. and ROSSIGNOLI, C. (2017). Who knows what? Reconfiguring the governance and the capabilities of the supply chain between physical and digital processes in the fashion industry. *Production Planning and Control*, 28(16), pp. 1284-1297.

ROSSIGNOLI, C., MOLA, L., ZARDINI, A. and RICCICARDI, F. (2016). The organisational impact of SaaS adoption on CRM applications. *World Review of Entrepreneurship, Management and Sustainable Development*, 13(5-6), pp. 593-611.

MOLA, L., ROSSIGNOLI, C., CARUGATI, A. and 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*, 11(4), pp. 1-25.

BUCIUNI, G. and MOLA, L. (2014). How do entepreneurial firms establish cross-border relationships? A global value chain perpective. *Journal of International Entrepreneurship*, 12, pp. 67-84.

MOLA, L. and CARUGATI, A. (2012). Escaping 'localisms' in IT sourcing: tracing changes in institutional logics in an Italian firm. *European Journal of Information Systems*, 21(4), pp. 388-403.

DEJAEGER, K., GOETHALS, F., GIANGRECO, A., MOLA, L. and BAESENS, B. (2012). Gaining insight into student satisfaction using comprehensible data mining techniques. *European Journal of Operational Research*, 218(2), pp. 548-562.

ZARDINI, A., MOLA, L. and ROSSIGNOLI, C. (2011). The Enterprise Content Management can develop the Organizational Value through Knowledge Management. *International Journal of Information and Communication Technology Research*, 1(1), pp. 27-36.

ZARDINI, A., MOLA, L., VOM BROCKE, J. and ROSSIGNOLI, C. (2010). The Role of ECM and its Contribution in Decision-Making Processes. *Journal of Decision Systems*, 19(4), pp. 389-406.

ROSSIGNOLI, C., CARUGATI, A. and MOLA, L. (2009). The strategic mediator: a paradoxical role for a collaborative e-marketplace. *Electronic Markets*, 19, pp. 55-66.

Book chapters

WALSH, I. and MOLA, L. (2018). Richard Baskerville, optimisation et efficience dans la conduite des recherches et dans les pratiques organisationnelles. In: Isabelle Walsh, Lapo Mola eds. *Les grands auteurs en SI*. 1st ed. EMS Éditions.

MOLA, L., KAMINSKA, R. and CARUGATI, A. (2018). Changing institutionalized practices when implementing a mandated technology. In: Federico Cabitza, Carlo Batini, Massimo Magni eds. *Organizing for the Digital World*. 1st ed. Springer, pp. 203-214.

AUGIER, M. and MOLA, L. (2016). Reshaping Organizations with social Networks and Collaboration. In: Alessandra Lazazzara, Fabrizio d'Ascenzo, Massimo Magni, Stefano Za eds. *Blurring the Boundaries Through Digital Innovation*. 1st ed. Springer, pp. 09-20.

MOLA, L. and RUSSO, I. (2015). From e-Marketplace to e-Supply Chain: Re-conceptualizing the Relationship Between Virtual and Physical Processes. In: Allessio Maria Braccini, Riccardo Spinelli, Teresina Torre eds. *EMPOWERING ORGANIZATIONS*. 1st ed. Berlin: Springer, pp. 133-147.

MOLA, L., ZARDINI, A. and CONFENTE, I. (2014). Communication Web 2.0: An Attempt to Understand the Gap Between Italian Law and Accounting Firms and the International Environment. In: Ferdinando Pennarola, Lapo Mola, Stefano Za eds. *From Information to Smart Society. Environment, Politics and Economics*. 1st ed. Springer, pp. 231-241.

BULCHAND GIDUMAL, J. and MOLA, L. (2010). Managing IS Services with Something in Between Outsourcing and Insourcing: Buffer Organizations. In: Alessandro D'Arti, Domenico Saccà eds. *Information Systems: People, Organizations, Institutions and Technologies*. 1st ed. Berlin: Springer, pp. 425-433.

CARUGATI, A., GIBSON, C. and MOLA, L. (2009). Patterns of Technochange Management in ERP Multisite Implementations. In: Alessandro D'Arti, Domenico Saccà eds. *Information Systems: People, Organizations, Institutions and Technologies*. 1st ed. Berlin: Springer, pp. 569-576.

ROSSIGNOLI, C., MOLA, L. and CORDELLA, A. (2009). Reconfiguring interaction through the e-marketplace: a transaction cost theory based approach. In: Yogesh K. Dwivedi, Banita Lal, M. D. Williams, Scott L. Schneberger, Michael R. Wade eds. *Handbook of Research on Contemporary Theoretical Models in Information Systems*. 1st ed. IGI Global, pp. 311-325.

CARUGATI, A., MOLA, L. and ROSSIGNOLI, C. (2008). E-clubbing: New Trends in Business Processing Outsourcing. In: Alessandro D'Arti, Marco De Marco, Nunzio Casalino eds. *Interdisciplinary aspects of information systems studies*. 1st ed. Springer, pp. 79-89.

Conference proceedings

ARENA, L., MOLA, L., ROWE, F. and REMOND, N. (2020). 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).

MOLA, L., GAUDENZI, B. and ROSSIGNOLI, C. (2020). E-commerce and E-supply Chain Resources and Capabilities in the Fashion Industry: A Dynamic View., 2020.

CARUGATI, A., MOLA, L., CUNHA, J. and FERNANDEZ, W. (2020). The Business Value of Enterprise Architecture: Lessons from Cisco Systems., 2020.

KAMINSKA, R., MOLA, L., RICHEBÉ, N. and CARUGATI, A. (2019). Understanding the dynamics of digitizing the internal communication: the regulation process of mandated enterprise social networking system (ESNS).

CARUGATI, A. and MOLA, L. (2017). The Rise of IT Modernization as New Paradigm in IT implementation: The Basic Architecture.

MOLA, L., VITARI, C., PICCOLI, G. and ROSSIGNOLI, C. (2012). Antecedents of IT Capabilities in the context of the Digital Data Genesis.

MOLA, L., CORDELLA, A. and ROSSIGNOLI, C. (2009). Software market configuration: a socio-technical explanation.

MOLA, L., ROSSIGNOLI, C. and CARUGATI, A. (2008). The unexpected destiny of a collaborative e-marketplace: the Agriok Case.

MOLA, L., CORDELLA, A. and WILCOKS, L. (2008). ICTs, Marketization and Bureaucracy in the UK Public Sector: Critique and Reappraisal.

MOLA, L. and GIANECCHINI, M. (2007). ERP and Organizational Change: Individuals and decision-making processes in the implementation of integrated information systems.

MOLA, L., ROSSIGNOLI, C. and CORDELLA, A. (2006). E-Marketplace and transaction cost theory: a possible set of new ideas.

MOLA, L. (2004). Integration: The key word for the flexibility of emerging ERP architecture.

MOLA, L. and ROSSIGNOLI, C. (2004). E.M.P. as enabler of new organisational architectures: an Italian case study.

Conference presentations

CHEREAU, P. and MOLA, L. (2026). Business Model Orchestration as an ambidextrous growth strategy for innovative SMES. In: ACIEK (Academy of Innovation, Entrepreneurship, and Knowledge). Malaga.

RUSSO, I., MOLA, L. and GIANGRECO, A. (2021). Digitization for survival: Seeking the right resource for surviving to the digitization the sales channel in the Fashion Industry: A Resource Advantage Theory Perspective Abstract. In: Competitive Renaissance through Digital Transformation. Pavia.

ARENA, L., MOLA, L., REMOND, N. and ROWE, F. (2020). 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: HICSS (Hawaii International Conference on System Sciences). Maui.

MOLA, L. and KAMINSKA, R. (2020). The dynamics of digitizing the internal communication: the regulation process of mandated Enterprise Social Networking System (ESNS). In: WOA 2020 - Workshop di Organizzazione Aziendale. Milano.

CARUGATI, A. and MOLA, L. (2019). The Business Value of Enterprise Architecture: Lessons from Cisco Systems. In: AIM (Association Information et Management) Conference. Montreal.

CARUGATI, A. and MOLA, L. (2018). The Business Value of Enterprise Architecture: Lessons from Cisco Systems. In: AIM (Association Information et Management) Conference. Montreal.

MOLA, L. and CARUGATI, A. (2018). The Rise of IT Modernization as New Paradigm for Organizing: The Basic Architecture. In: EGOS (European Group for Organization Studies). Tallinn.

CHEREAU, P., DI BIAGGIO, L. and MOLA, L. (2018). How open open-innovation should be? A knowledge-based framework for governing open innovation-based growth. In: AGeCSO (Association pour gestion des connaissances dans la Société et les Organisations) conférence. Paris.

DI BIAGGIO, L., MOLA, L. and CHEREAU, P. (2018). How open innovation should be. In: colloque GECSO. Paris.

MOLA, L. and CARUGATI, A. (2017). The Business Value of Enterprise Architecture: Lessons from Cisco Systems. In: AOM American Academy of Management Conference. Atlanta.

KAMINSKA, R., MOLA, L. and CARUGATI, A. (2017). Flight with me? Collaborative Mandated Technology: the Organizational Paradox Flight with me? Collaborative mandated technology: the organizational paradox. In: itAIS. Milan.

CARUGATI, A., GIANGRECO, A. and MOLA, L. (2015). Theorizing the diffusion of IT: phases and mechanisms in the diffusion of technological innovations. In: EGOS (European Group for Organization Studies). Athens.

AUGIER, M. and MOLA, L. (2015). Reshaping Organizations with social Networks and Collaboration. In: itAIS - Conference of the Italian Chapter. Rome.

MOLA, L. and RUSSO, I. (2014). From e-marketplace to e-supply chain: re-conceptualizing the relationship between virtual and physical processes. In: Conference of Italian Chapter of Association for Information Systems. Genova.

ROSSIGNOLI, C., RICCICARDI, F. and MOLA, L. (2014). e-Intermediaries network base case study. In: EGOS (European Group for Organization Studies). Rotterdam.

ROSSIGNOLI, C., RICCICARDI, F. and MOLA, L. (2014). Inter-organizational Networks of e-Intermediaries: An Exploratory Study. In: ECIS (European Conference on Information Systems). Tel Aviv.

MOLA, L. and ROSSIGNOLI, C. (2013). Ten Years of Experience: the case of the MAster in Business Intelligence & Knowledge Management. In: World Summit on Big Data and Organization Design. Paris.

CARUGATI, A., MOLA, L. and GIANGRECO, A. (2013). The role of IT in bridging organizational networks and individual networks: a case study. In: EGOS (European Group for Organization Studies). Montréal.

BUCIUNI, G., RUSSO, I. and MOLA, L. (2013). Reshaping The Interface Between Marketing And Operations in Globalizing Furniture Supply Chains. In: IMP - Industrial Marketing and Purchasing Conference. Atlanta.

BUCIUNI, G. and MOLA, L. (2012). Enhancing SMEs' International Competitiveness through Cross-Border Relationships: a GVC Perspective. In: AOM American Academy of Management Conference. Boston.

ROSSIGNOLI, C., MOLA, L. and FERRARI, A. (2012). Saas Adoption: Critical Factors for CRM Application. In: AOM American Academy of Management Conference. Boston.

ROSSIGNOLI, C., MOLA, L. and CARUGATI, A. (2012). E-marketplaces and the design of global organizations: A research agenda for the new role of the e-strategic mediator. In: EGOS (European Group for Organization Studies). Helsinki.

BUCIUNI, G. and MOLA, L. (2012). Reshaping the organizational structure in the global economy: Evidence from the U.S. furniture industry. In: EGOS (European Group for Organization Studies). Helsinki.

VITARI, C., PICCOLI, G. and MOLA, L. (2012). Antecedents of IT Capabilities in the context of the Digital Data Genesis. In: European Conference on Information Systems. Barcelona.

MOLA, L., CARUGATI, A. and BULCHAND GIDUMAL, J. (2011). An Empirical Investigation of Internal Markets as a SOurcing Option for the Delivery of IS Services. In: AOM American Academy of Management Conference. San Antonio.

MOLA, L. and BUCIUNI, G. (2011). How does GVC's governance take shape when no big players are involved? In: EGOS (European Group for Organization Studies). Gothenburg.

MOLA, L., ROSSIGNOLI, C. and CARUGATI, A. (2010). Say Cheese: a Case Study of Modernization in Agribusiness. In: AOM American Academy of Management Conference. Montréal.

CORDELLA, A., MOLA, L. and ROSSIGNOLI, C. (2009). Software market configuration: a socio-technical explanation. In: ICIS (International Conference of Information Systems). Phoenix.

MOLA, L., ROSSIGNOLI, C. and CARUGATI, A. (2009). Two cases one result: marketplaces become strategic mediators. In: AOM American Academy of Management Conference. Chicago.

MOLA, L., ROSSIGNOLI, C. and CARUGATI, A. (2008). The unexpected destiny of a collaborative e-marketplace: the Agriok Case. In: European Conference on Information Systems. Galway.

CORDELLA, A., MOLA, L. and WILCOKS, L. (2008). ICTs, Marketization and Bureaucracy in the UK Public Sector: Critique and Reappraisal. In: Global Sourcing Workshop. Val d'Isère.

MOLA, L. and GIANECCHINI, M. (2007). ERP and Organizational Change: Individuals and decision-making processes in the implementation of integrated information systems. In: Enterprise Systems pre-ICIS. Montréal.

ROSSIGNOLI, C., CORDELLA, A. and MOLA, L. (2006). E-Marketplace and transaction cost theory: a possible set of new ideas. In: ECIS (European Conference on Information Systems). Goteborg.

MOLA, L. and ROSSIGNOLI, C. (2004). E.M.P. as enabler of new organisational architectures: an Italian case study. In: E-commerce conference - e-Global. Bled.

MOLA, L. (2004). Integration: The key word for the flexibility of emerging ERP architecture. In: FIWIS - The Joint Finnish-Italian Workshop on Information Systems. Turku.

Other research activities

Reviewer for:

Journal of Business Research, Systèmes d'Information et Management, European Journal of Information Systems, International Journal of Organisational Design and Engineering, Journal of Information Technology

Affiliations

Since 2011	European Group for Organizational Studies
Since 2009	Academy of Management - OCIS Division
Since 2003	itAIS - Italian Chapter of AIS
Since 2002	Association for Information Systems