

Simone Santamaria

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Academic Appointment

National University of Singapore, NUS Business School

July 2019–Present

Department of Strategy and Policy

Assistant Professor

Education

Bocconi University

2018

Ph.D. in Business Administration and Management

Dissertation title: “Three essays on entrepreneurial growth strategies”

Committee: Alfonso Gambardella (Chair), Andrea Fosfuri, Mario Amore

Boston University

2016

Visiting Research Scholar

Bocconi University

2013

MSc. in Economics and Management of Innovation and Technology

ETH Zürich

2012

Exchange Student

Bocconi University

2011

BSc. in Economics and Social Sciences

Research Interests

Areas: Entrepreneurship, Competitive Strategy, Entry and Exit Strategies, Resource Redeployment.

Methods: Formal Theory, Difference-in-Differences, Panel Data Analysis, Field Experiments.

Main Publications

1. **Santamaria, S. & Breschi, S.** (2025). On Resource Complementarity among Startups, Accelerators, and Financial Investors: A Large-scale Analysis of Sorting and Value Creation. *Organization Science*. 36(5), 1764–1785. doi.org/10.1287/orsc.2022.16730
2. **Santamaria, S., Abolfathi, N., & Mahmood, I. P.** (2024). Demand Pull versus Resource Push Training Approaches to Entrepreneurship: A Field Experiment. *Strategic Management Journal*. 45(3), 564–587. doi.org/10.1002/smj.3560
 - Best Paper Award, wISE Scholarship in Oceania (2023)

3. Hietaniemi, L., **Santamaria, S.**, Kacperczyk, A., & Peltonen, J. (2024). Human Resource Redeployability and Entrepreneurial Hiring Strategy. *Strategic Management Journal*. 45(2), 272–300. doi.org/10.1002/smj.3547
4. Abolfathi, N., Fosfuri, A., & **Santamaria, S.** (2022). Out of the Trap: Conversion Funnel Business Model, Customer Switching Costs, and Industry Profitability. *Strategic Management Journal*. 43(9), 1872–1896. doi.org/10.1002/smj.3388
 – Best Paper Prize Honorable Mention, SMS Annual Conference (2021)
5. **Santamaria, S.** (2021). Portfolio Entrepreneurs' Behavior and Performance: A Resource Redeployment Perspective. *Management Science*. 68(1):333–354. doi.org/10.1287/mnsc.2020.3929
6. Abolfathi, N., **Santamaria, S.**, & Williams, C. (2021). How Does Firm Scope Depend on Customer Switching Costs? Evidence from Mobile Telecommunications Markets. *Management Science*. 68(1): 316–332. doi.org/10.1287/mnsc.2020.3913
 – Glueck Best Paper Award, Strategic Management Division, AOM Annual Conference (2020)

Other Publications

7. **Santamaria, S.** & Hu, A. (2025). The Data Revolution in Soccer: Lessons for Strategic Management. *Academy of Management Best Paper Proceedings*. journals.aom.org/doi/epdf/10.5465/AMPROC.2025.131bp
8. Abolfathi, N., **Santamaria, S.**, & Williams, C. (2020). Market Frictions and Competitive Positions: Lessons from the Mobile Telecommunications Market. *Academy of Management Best Paper Proceedings*. doi.org/10.5465/AMBPP.2020.119
9. Abolfathi, N., & **Santamaria, S.** (2020). Dating Disruption—How Tinder Gamified an Industry. *MIT Sloan Management Review*, 61(3), 7–11. sloanreview.mit.edu/article/dating-disruption-how-tinder-gamified-an-industry

Working Papers

- When the Underdogs Win: How Data-Driven Decision-Making Levels the Playing Field. (with Hu, A. & Wu, B.) *Revise & Resubmit at Strategic Management Journal*
- Niche Expansion and Leadership Change: The Role of Heterogeneous Network Effects. (with Abolfathi, N.) *Preparing for submission to Organization Science*
- Strategic Dynamics of Network Interconnection: Historical Insights from the Railway Industry. (with Pindard-Lejarraga, M.) *Writing draft*
- Methodological Pluralism in Startups: Evidence from a Field Experiment in India. (with Hu, A.) *Collecting data*
- Unpacking Demand-side Advantages of Startup Accelerators. *Collecting data*

Awards

- Reviewer Award, Management Science (2025)
- Best Paper Nomination, Strategic Management Division of Academy of Management (2025)
- Department Research Award, Strategy & Policy, National University of Singapore (2024)

- Best Strategy Paper, wISE Conference in Oceania, Strategic Management Division of Academy of Management (2023)
- Best Paper Prize Honorable Mention, Strategic Management Society Annual Conference (2021)
- Glueck Best Paper Award, Strategic Management Division of Academy of Management (2020)

Grants and Scholarships

- NUS Startup Grant, National University of Singapore (2019–2026)
- Research Grant, Final year of Ph.D., Bocconi University (2018)
- Research Grant for “The Digital Transformation Challenge of Leading Companies”, Silvio Tronchetti Provera Foundation and Pirelli (2018)

Invited Seminar and Conference Presentations

- University of St. Gallen Seminar Series (2026 – Planned)
- Imperial College London Seminar Series (2026 – Planned)
- IESE Business School Seminar Series (2026 – Planned)
- IE University Seminar Series (2025)
- Strategy Science Conference, Barcelona, Spain (2025)
- AOM Annual Meeting, Copenhagen, Denmark (2025)
- EURAM, Florence, Italy (2025)
- SMS Special Conference, Palermo, Italy (2025)
- Nanyang Technological University, First Cut Seminar Series (2025)
- Asian Management Research Consortium (AMRC), Hong Kong (2025)
- The Hong Kong Polytechnic University Seminar Series (2024)
- SMS Annual Conference, Istanbul, Türkiye (2024)
- Asian Management Research Consortium (AMRC), Singapore (2024)
- DRUID, Nice, France (2024)
- Rotterdam School of Management Seminar Series (2024)
- wISE Conference in Oceania, Sydney, Australia (2023)
- DRUID, Lisbon, Portugal (2023)
- SIE Virtual Workshop (2023)
- Barcelona School of Economics Summer Forum, Barcelona, Spain (2023)
- SMS Special Conference, Milan, Italy (2022)
- Virtual SMS Annual Conference (2021)
- Virtual AOM Annual Meeting (2020)
- SMS Special Conference, Frankfurt, Germany (2019)

- London Business School Seminar Series (2018)
- IESE Business School Seminar Series (2018)
- HEC Paris Seminar Series (2018)
- Universidad Carlos III de Madrid Seminar Series (2018)
- Imperial College London Seminar Series (2018)
- Católica Lisbon School of Business & Economics Seminar Series (2018)
- BI Norwegian Business School Seminar Series (2018)
- AOM Annual Meeting, Chicago, USA (2018)
- AOM Annual Meeting, Atlanta, USA (2017)

Selected Doctoral Consortia

- Consortium on Competitiveness and Cooperation (CCC), University of California, Berkeley, USA (2018)
- National Bureau of Economic Research (NBER) Entrepreneurship Bootcamp, Boston, USA (2016)

Teaching Interests

Strategic Management, Entrepreneurship, Innovation Management, Data Analysis for Business.

Teaching Experience

- NUS Business School
 - **Strategic Management** (BSc course, Fall 2019/2020/2021/2022/2023/2024)
Instructor Score 2024: 4.40 out of 5.00, (Department average: 4.30)
Instructor Score 2023: 4.40 out of 5.00
Instructor Score 2022: 4.60 out of 5.00
Instructor Score 2021: 4.40 out of 5.00
Instructor Score 2020: 4.50 out of 5.00
Instructor Score 2019: 4.30 out of 5.00
 - **Innovation Strategy** (MSc course, Fall 2023/2024/2025)
Instructor Score 2024: 4.40 out of 5.00, (Department average: 4.40)
Instructor Score 2023: 4.50 out of 5.00
 - **PhD seminars on Innovation Management** (PhD course, Fall 2021)
Instructor Score 2021: 4.80 out of 5.00
- Bocconi University
 - Innovation Management (MSc course, Spring 2018)
Instructor Score: 8 out of 10
 - Empirical Methods (MSc course, Fall 2017)
Instructor Score: 10 out of 10

Teaching Cases

- Abolfathi, N., & Santamaria, S. (2024). [Vibefam: Raising the Bar\(bell\) in the Singapore Fitness Industry](#). Singapore Management University.

Service to Academic Organizations

- Editorial Review Board for the *Strategic Management Journal* (since 2024)
- Ad-hoc Reviewer
Strategic Management Journal (since 2017), *Management Science* (since 2020),
Organization Science (since 2024), *Strategic Entrepreneurship Journal* (since 2023),
Industrial and Corporate Change (since 2020), *Strategic Organization* (since 2022),
Strategic Management Society (since 2016), *Academy of Management Annual Meeting*
(since 2016)
- Co-chair AOM STR Dissertation Consortium (Appointed in 2025)
AOM Annual Meeting 2026
- Best Conference Paper Reviewer
Strategic Management Society (SMS) Annual Conference 2023, 2024

Service to National University of Singapore

- Strategy and Policy Department's Ph.D. Committee (since 2025)
- MSc in Strategic Analysis & Innovation Recruitment Committee (2023)
- Strategic Management Course Coordinator (since 2023)
- Strategy & Policy (S&P) representative for NUS during the university's Open Day event
- PhD Student Advisor (since 2020). Students: *Arthur Hu*, *Khan Muhammad Saqiful*
- PhD Student Dissertation Committee Member (since 2020). Students: *Chen Zhaowei*, *Khan Muhammad Saqiful*
- Student Supervisor
Internships | NUS (2020–22)
MSc theses | NUS (2020–25)
BSc field service projects | NUS (2019–25)
BSc independent study modules | NUS (2019–25)

Selected Media Mentions & Interviews

- Prallini, E. (2025, November 12). Non tutte le startup dovrebbero accelerare [Not all startups should accelerate]. *Forbes Italia*. [Link](#)
- Teo, K. (2025, March 30). Singapore's mobile data price war: You lose out if you don't switch. *Straits Times*. [Link](#)
- Huang, V., & Johnson, C. (2021, February 8). Generation Robinhood: How the trading app conditioned its inexperienced users to obsessively play the market. *Business Insider*. [Link](#)
- Li, H. (2022, August 14). 超级应用崛起 谁是下个乱“市”英雄? [Rise of the super apps: Which one will be the next big thing?]. *Lianhe Zaobao* (Singapore). [Link](#)
- Abolfathi, N. (2021, May 19). Super apps offer new take on old question. *South China Morning Post*. Page B3.

Skills

- Languages: Italian (native), English (fluent), Spanish (basic)
- Statistical software: Stata (advanced), Python (basic), R (basic)