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### Brief Bio

Stefano Denicolai is full professor of 'Innovation Management' (at the University of Pavia (Italy), where he is also Head of the "Institute for Transformative Innovation Research" (ITIR), Deputy Director of the Master degree - Laurea Magistralis - in 'International Business and Entrepreneurship' (MIBE), Deputy Director of the Executive MBA. Stefano Denicolai also co-chair the Executive Master in Top Management and Leadership in Healthcare (EMMLOS) at the University of Pavia (coordinator for modules on innovation management). He has been Visiting scholar and/or professor in several universities, such as Harvard Business School (US) or SPRU - University of Sussex (UK). His research interests include the following topics: Innovation Management; Management of Technologies and exponential organizations: Impact of AI and emerging technologies on business model of organizations. He is author of several books and articles in the above-mentioned fields, including in journals such as R&D Management, Journal of World Business, Technological Forecast and Social Change, International Business Review, and Tourism Management. He has been member of the Data-Driven Covid19 Task Force, with the Italian Ministry of Innovation.

### Current Position (main)

- Full Professor in 'Innovation Management' (SECS-P08), Department of Economics and Management, University of Pavia ("abilitazione prima fascia" as full professor);
- Head of the "Institute for Transformative Innovation Research" (ITIR)
- Deputy Director of the Master degree (Laurea Magistralis) in '*International Business and Entrepreneurship*' (MIBE), University of Pavia, <http://mibe.unipv.it/>
- Deputy Director of the [Executive MBA Ticinensis](#) – University of Pavia;
- Head of the programme on "Innovation and Digital solutions in Healthcare" – [Master EMMLOS](#);
- Former Member of the "[Data-Driven Taskforce Covid19](#)" – Ministry of Innovation (Italy) [Ministero per l'Innovazione Tecnologica e la Digitalizzazione]

### Education

- PhD in Business Research, University of Pavia (Italy)
- *International PhD Seminars* (Eudokma): PhD course on "Strategic Alliances", Copenhagen Business School, 3 ECTS credits; PhD course on "Inter-firm network and Entrepreneurship", Free University of Amsterdam, 6 ECTS credits; PhD course on "Organizational learning, Networks and Communities: The Emerging Strategic Entrepreneurship Field", Free University of Amsterdam, 6 ECTS credits;
- Master in "Business organization, Information systems and ICTs", University of Pavia (Italy);
- Master degree in Economics and Management, University of Pavia (Italy).
- 'Learning to Teach' diploma, Bocconi University, Milan (Italy)

## Current Research Interests

- Innovation Management / Open innovation;
- Management of Technologies and exponential organizations;
- Impact of artificial intelligence and emerging technologies on business model of organizations.

## Visiting Positions (main)

2012 - 2018	<b>University of Sussex (UK) - SPRU;</b> module on “Entrepreneurship” at ISS
2015	<b>Harvard Business School’ (US)</b> Research project on the evolution of biomedical clusters in US and mobility of medical researchers
2010 - 2019	<b>Université Jean Moulin - Lyon 3 (FR)</b> module on Innovation Management and Digital Trasformation

## Other Academic Experiences (main)

2015-2017	Director of Innovation and Business Development Academy (LifeScience & Healthcare Technologies)
2012 - 2015	Responsible for Double Degree Programmes and International Activities, Department of Economics and Management, University of Pavia (IT)
2012-2013	Vice-Director PhD Programme DREAMT (Doctoral Research in Economics and Management of Technology), University of Pavia (IT)
2014-2015	Vice-Director ‘Pavia Entrepreneurial School’
2009	Vice-Director Master Management of Information Systems, Bocconi University, Milan
2005 – today	Lecturer in several Master programmes (e.g. MASI-Bocconi ; Master in Clinical Engineering – University of Pavia; Master in Tourism – University of Piacenza, ...)

## Third Mission and Other Activities

2020	Member of Member of the “ <a href="#">Data-Driven Taskforce Covid19</a> ” – Ministry of Innovation (Italy) [Ministero per l’Innovazione Tecnologica e la Digitalizzazione]
2013 – today	Scientific Advisor for several companies, startups and institutions - topics related to innovation and digitalization -, among the recent ones: Ospedale San Martino (Genova); Riso Scotti; Sanofi.

2014 – today	Responsible (with A.Zucchella) of the Project “Pavia2020”, with Confindustria Pavia, Camera di Commercio di Pavia, Regione Lombardia
2005 – today	Development of several local development reports about entrepreneurial dynamics (for institutions like: Confindustria Pavia, Lombardy Region Government, Province of Pavia Government)
2016 – 2018	Responsible “Innovation in Wine Marketing Monitoring”, with Consorzio Vini Oltrepò Pavese
2016-2017	Expert for “Indagine Conoscitiva su Industry 4.0 - X Commissione Attività Produttive (Camera dei Deputati)”
2014-2016	Member of the national committee “Asseverazione dei Contratti di Rete” – Confindustria Nazionale (Roma)

## PUBBLICATIONS

### Scientific Articles

1. Conz, E., Denicolai, S. and De Massis, A., 2023. Preserving the longevity of long-lasting family businesses: a multilevel model. *Journal of Management and Governance*, pp.1-38.
2. Cobianchi, L., Dal Mas, F., Agnoletti, V., Ansaloni, L., Biffi, W., Butturini, G., Campostrini, S., Catena, F., Denicolai, S., Fugazzola, P. and Martellucci, J., 2023. Time for a paradigm shift in shared decision-making in trauma and emergency surgery? Results from an international survey. *World Journal of Emergency Surgery*, 18(1), p.14.
3. Cobianchi L, Denicolai S. et al (2023) Surgeons' perspectives on artificial intelligence to support clinical decision-making in trauma and emergency contexts: results from an international survey, *World Journal of Emergency Surgery* 18 (1), 1-17
4. Cobianchi, L., Dal Mas, F., Denicolai, S., Previtali, P. and Venturi, A., 2023. New frontiers in pancreatic cancer care: Multidisciplinary approaches, the role of Pancreas Units, and their organizational impacts. *Frontiers in Surgery*, 10.
5. Denicolai, G Magnani, JA Vidal (2022), Competitive renaissance through digital transformation, *European Management Journal*
6. Denicolai, S. and Previtali, P., 2022. Innovation strategy and digital transformation execution in healthcare: The role of the general manager. *Technovation*, p.102555.
7. Cobianchi, L., Dal Mas, F., Massaro, M., Biffi, W., Catena, F., Coccolini, F., Dionigi, B., Dionigi, P., Di Saverio, S., Fugazzola, P. and Kluger, Y., 2022. Diversity and ethics in trauma and acute care surgery teams: results from an international survey. *World journal of emergency surgery*, 17(1), pp.1-11.
8. Faccincani, L.; Previtali, P.; Dal Mas, F.; Denicolai, S.; Biancuzzi, H.; Cirimbelli, D.; Cominelli, A.; Fracassi, C.; Pellegrini, A. (2022) Open innovation in sanità in contesti d'emergenza. La conversione di maschere da snorkeling in dispositivi di ventilazione per i pazienti Covid Politiche Sanitarie, Vol. 22, N. 1, pp. 41-49, doi: 10.1706/3809.37930
9. Magnani, G., Denicolai, S. and Petersen, B., 2022. Internationalization, value-chain configuration, and the adoption of additive manufacturing technologies. *Industrial and Corporate Change*.
10. Bartosiak, M., Bonelli, G., Maffioli, L.S., Palaoro, U., Dentali, F., Poggialini, G., Pagliarin, F., Denicolai, S. and Previtali, P., 2022, January. Advanced robotics as a support in healthcare organizational response: A COVID-19 pandemic case study. In *Healthcare Management Forum* (Vol. 35, No. 1, pp. 11-16). Sage CA: Los Angeles, CA: SAGE Publications
11. Bagna, E., Cotta Ramusino, E. and Denicolai, S., 2021. Innovation through Patents and Intangible Assets: Effects on Growth and Profitability of European Companies. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(4), p.220
12. Denicolai, S., Zucchella, A. and Magnani, G., 2021. Internationalization, digitalization, and sustainability: Are SMEs ready? A survey on synergies and substituting effects among growth paths. *Technological Forecasting and Social Change*, 166, p.120650

13. Denicolai S., Farronato C., Iansiti M., Bartosiak M., Fontana A. (2020), How to Get People to Actually Use Contact-Tracing Apps, *Harvard Business Review*, July 15 (online)
14. Denicolai S., Previtali, P. (2020), Precision Medicine: Implications for value chains and business models in life sciences, *Technological Forecasting and Social Change*, vol.151-1. DOI: 10.1016/j.techfore.2019.119767
15. Denicolai S., Hagen B., Zucchella A., Cubero Dudinskaya E. (2019), When less family is more: Trademark acquisition, family ownership, and internationalization, *International Business Review* vol.28-2 pag. 238-251. DOI: 10.1016/j.ibusrev.2018.09.002
16. Denicolai S., Zucchella A., Moretti F. (2018), Not so similar after all: Exploring the diversity of strategic orientations for innovation, *International Journal of Innovation Management* vol.22-4. DOI: 10.1142/S1363919618500366
17. Denicolai S., Conz E., Zucchella A. (2017), The resilience strategies of SMEs in mature clusters, *Journal of Enterprising Communities* vol.11-1 pag. 186-210. DOI: 10.1108/JEC-02-2015-0015
18. Denicolai S., Ramirez M., Tidd J. (2016), Overcoming the false dichotomy between internal R&D and external knowledge acquisition: Absorptive capacity dynamics over time, *Technological Forecasting and Social Change*, vol.104 pag. 57-65. DOI: 10.1016/j.techfore.2015.11.02
19. Denicolai S., Zucchella A., Hagen B., Masucci M. (2016), Early and accelerated internationalisation: the role of the niche strategy in a new generation of exporters, *International Journal of Export Marketing* vol.1-1 pag. 27-47. DOI: 10.1504/IJEXPORTM.2016.076850
20. Denicolai S., Hagen B., Pisoni A. (2015), Be international or be innovative? Be both? The role of the entrepreneurial profile, *Journal of International Entrepreneurship* vol.13-4 pag. 390-417. DOI: 10.1007/s10843-015-0143-y
21. Denicolai S., Cotta Ramusino E., Sotti F. (2015), The impact of intangibles on firm growth, *Technology Analysis & Strategic Management* vol.27-2 pag. 219-236. DOI: 10.1080/09537325.2014.959484
22. Denicolai S., Hagen B., Zucchella A. (2015), International entrepreneurship at the crossroads between innovation and internationalization, *Journal of International Entrepreneurship* vol.12-2 pag. 111-114. DOI: 10.1007/s10843-014-0130-8
23. Denicolai S., Ramirez M., Tidd J. (2014), Creating and capturing value from external knowledge: The moderating role of knowledge intensity, *R&D Management* vol.44-3 pag. 248-264. DOI: 10.1111/radm.12065
24. Denicolai S., Zucchella A., Strange R. (2014), Knowledge assets and firm international performance, *International Business Review* vol.23-1 pag. 55-62. DOI: 10.1016/j.ibusrev.2013.08.004
25. Denicolai S., Cioccarelli G., Zucchella A. (2010), Resource-based local development and networked core competencies for tourism excellence, *Tourism Management* vol.31-2 pag. 260-266. DOI: 10.1016/j.tourman.2009.03.002
26. Denicolai S. Zucchella A., Palamara G. (2007), The drivers of the early internationalization of the firm, *Journal of World Business* vol.42-3 pag. 268-280. DOI: 10.1016/j.jwb.2007.04.008
27. Denicolai S. Bodega D., Cioccarelli G. (2004), New inter-organizational forms: Evolution of relationship structures in mountain tourism, *Tourism Review* vol.59-3 pag. 13-19. DOI: 10.1108/eb058437

#### **Scientific Articles (Italian Journals)**

1. Denicolai S. Settembre Blundo D., Fernandez del Hoyo A., Fernandez Jurado Y., Riccardi M.P., Zucchella A. (2012), *L'Impresa tra patrocinio e mecenatismo*, *Liuteria musica e cultura* vol.2012-1 pag. 61-66. DOI: ISSN: 1825-7054
2. Denicolai S. Cioccarelli, Gabriele, (2007), *Innovazione organizzativa e maturità manageriale nelle fondazioni di origine bancaria*, *Il Risparmio*. Supplemento al n.1/2007-1 pag. 159-191. DOI: ISSN 0035-5615
3. Denicolai S., Bodega D., Cioccarelli G. (2007), *L'evoluzione delle fondazioni di origine bancaria*, *Sviluppo & Organizzazione* vol.224 / 2007- pag. 101-110. DOI: ISSN 0391-7045

#### **Books**

4. Denicolai S. Bodega D. , Cioccarelli G. , Maruzzi L. , Vello P.M. (2011), *Managerialità delle fondazioni di origine bancaria: Percorsi gestionali e prospettive internazionali*, Franco Angeli - Milano, ISBN:9788856834390
5. Denicolai S. (2010), *Economia e management dell'innovazione : governo e intermediazione della conoscenza come leva di competitività*, Franco Angeli - Milano, ISBN:9788856816860
6. Denicolai S. Cioccarelli G., Bodega D., Vello P.M. (2009), *Fondazioni di origine bancaria: innovazione ed evoluzione. Scelte strategiche e modelli gestionali emergenti*, Franco Angeli - Milano, ISBN:9788856816617

7. Denicolai S. (2008), *Competenze dinamiche di rete. Strategie, modelli organizzativi e tecnologie per l'innovazione continua*, Franco Angeli - Milano, ISBN:9788846491466
8. Denicolai S. Zucchella A. (2006), *Analisi strategico-organizzativa per lo sviluppo locale. Il Development Migration Path*, Franco Angeli - Milano, ISBN:9788846477071

#### **Book Chapters**

9. Denicolai S., Moretti F., Ravarini A. (2018), *The case of Corporate Entrepreneurship within Italian SMEs*, in Human Resource Management and Digitalization, Giappichelli Routledge 2018, ISBN:978-1-138-31335-4
10. Denicolai S., Zucchella A., Riccardi M.P., Conz E. (2015), *University-territory interaction models: a case study survey*, in The role of universities in promotion of cities and regions, University of Lodz - Lodz, ISBN:978-83-63199-43-2
11. Denicolai S., Strange, R., Zucchella A. (2015), *The dynamics of the outsourcing relationship*, in Progress in International Business Research: The Future of Global Organizing, Emerald Group Publishing Ltd. - Howard House, ISBN:978-1-78560-423-2, 978-1-78560-422-5
12. Denicolai S., Merli F. (2014), *Pricing modelling as a strategic leverage for knowledge-intensive start-ups: An explorative case study in the luxury fashion industry*, in The ROI of Pricing: Measuring the Impact and Making the Business Case, Taylor and Francis - , ISBN:9780203362662
13. Denicolai S. Zucchella A. (2014), *International entrepreneurship and dynamic capabilities: theoretical and empirical issues*, in Contributions to International Business, Acta Wasaensia - Vaasa, ISBN:978-952-476-543-5
14. Denicolai S., Zucchella A., Cioccarelli, G. (2010), *Reputation, trust and relational centrality in local networks: An evolutionary geography perspective*, in The Handbook of Evolutionary Economic Geography, Edward Elgar Publishing Ltd. - , ISBN:9781847204912
15. Denicolai S., Cioccarelli G., Zucchella A. (2007), *Dynamic network capabilities for innovation within local and global networks*, in Innovative Technology and Globalization, Cambridge Scholars Press - Newcastle, ISBN:1847181759
16. Denicolai S., Cioccarelli G., Francesconi A. (2005), *Local resource based sustainable development and tourist core-competence for innovation*, in Innovation in Tourism – creating customer value”, AIEST - St. Gallen – vol.47, ISBN: 3-9521723-6-7.
17. Denicolai S., Zucchella A. (2005), *Territorial marketing and strategic management for local development: which connections and contradictions? Some reflections on Italian experiences*, in Marketing Terytorialny, AKADEMII EKONOMICZNEJ - Poznan, ISBN:8374170913

#### **Book Chapter (Italian)**

18. Denicolai S. Conz E. (2020), *Imprese familiari e marketing digitale: il caso del contesto vitivinicolo in Oltrepò Pavese*, in Le imprese familiari nell'era del Marketing 4.0, EGEA - Milano, ISBN:978-88-238-4674-6
19. Denicolai S., Zucchella A. (2010), *Risorse di rete, pratiche di network management ed evoluzione delle competenze distintive*, in Le risorse immateriali nell'economia delle aziende: Profili di management, Il Mulino - Bologna, ISBN:9788815139276
20. Denicolai S., Riccardi M.P., Radice Fossati F. (2010), *Ecomuseo come volano di sviluppo locale sostenibile il progetto Po pavese*, in Scoprire le identità - Un viaggio esperienziale attraverso i territori, Pavia University Press - Pavia, ISBN:9788896764039
21. Denicolai S. (2009), *Risorse, competenze ed alleanze interorganizzative per lo sviluppo locale*, in Sviluppo sostenibile e risorse del territorio: Il Ruolo del Patrimonio rurale, Giappichelli - Torino, ISBN:9788834893746
22. Denicolai S., Cantoni, F. (2007), *Dal contratto di outsourcing alle alleanze strategiche: network come facilitatore dell'apprendimento organizzativo*, in Relazioni di lavoro e forme organizzative, Carocci - Roma, ISBN:9788843042210
23. Denicolai S., La Marca P. (2007), *Interpretazione e codificazione delle relazioni fra stakeholders nella stesura di un bilancio sociale*, in I processi di standardizzazione in azienda, Franco Angeli - Milano, ISBN:8846477278
24. Denicolai S., Previtali P. (2006), *Mantenere e riparare per competere: network management come strumento di competitività*, in Organizzazione, regolazione e competitività, Mc Graw Hill - Milano, ISBN:8838663882
25. Denicolai S. (2005), *Innovazione interorganizzativa nelle aziende di piccole dimensioni*, in Organizzare a misura d'uomo, Mc Graw Hill - Milano, ISBN:8838662681
26. Denicolai S., Previtali P., Francesconi A. (2005), *Metodologie di sviluppo delle intranet aziendali*, in Lo sviluppo dei sistemi informativi nelle organizzazioni, Franco Angeli - Milano, ISBN:8846461886

27. Denicolai S., Cioccarelli G., Maccarini M.E., Francesconi A., Palamara G., Bonandin R. (2005), *Modelli integrati e flessibili per lo sviluppo del turismo sostenibile nella Provincia di Pavia. La dimensione economico organizzativa*, in Turismo sostenibile. Modelli di implementazione e strategie di sviluppo, La Goliardica Pavese - PAVIA, ISBN:8878304077
28. Denicolai S. (2003), *Cooperazione e competizione delle destinazioni turistiche alpine*, in Turismo alpino e innovazione, Giuffrè - Milano, ISBN:8814107661

#### **Conference Proceedings con ISBN / ISSN**

29. Denicolai S., Camerani R., Valentini G., Masucci M. (2016), *Inbound Open Innovation, Outbound Open Innovation, and their Joint Effect on Firm Performance*, Academy of Management Annual Meeting Proceedings 2016(1). ISSN: 0065-0668. DOI: 10.5465/AMBPP.2016.17790
30. Denicolai S. Conz, E., Zucchella, A. (2016), *Innovation strategies for resilient SMEs: A case study in the Italian wine industry*, Wine Business Research that Matters - 9th Academy of Wine Business Research Conference. ISBN:978-0-9944460-0-8"
31. Denicolai S., Håkanson, L., Majocchi, A., Zucchella, A. (2016), *Striking the Right Balance: Sources of Knowledge in International Expansion*, Liabilities of Foreignness versus the Value of Diversity, Proceedings of the 42nd Annual Conference of European International Business Academy (EIBA). ISBN:978-3-200-05028-0
32. Denicolai S. Arisi Rota, A., Ferlini, F. (2015), *Raccolta fondi per la ricerca e l'innovazione: crowdfunding all'Università di Pavia*, Didamatica. ISBN:978-88-98091-38-6
33. Denicolai S., Hagen, B, Cubero-Dudinskaya, E (2014), *Acquired Trademarks and Family Business: Insights from the European Manufacturing Industry*, XXVI Convegno annuale di Sinergie - Manifattura: quale futuro? pag. 305-320. ISBN:978-88-907394-4-6
34. Denicolai S. (2012), *Modelli innovativi per il riposizionamento strategico dei sistemi territoriali: il caso "Leonardo e Vigevano"*, XXIV Convegno annuale di Sinergie - Referred Electronic Conference Proceeding. ISBN:9788890739408"
35. Denicolai S., Hagen B., Pisoni, A. (2012), *Be International or be innovative? The Impact of Entrepreneurial Profiles in Driving the Strategy of SMEs*, Proceedings of the 15th McGill International Entrepreneurship Conference "The Change in the Global Economy and the Future of International Entrepreneurship"- pag. 1-29. ISBN:9788890786105
36. Denicolai S., Malagodi, M., Morandotti, M., Riccardi, M.P. (2011), *Investigación, innovación y acción en el sector de patrimonio cultural. La experiencia de "CISRIC"*, Economía del patrimonio cultural: actas VII Congreso Internacional AR&PA 2010, Valladolid, pag. 257-263. ISBN:978-84-9718-646-9
37. Denicolai S., Danese G., Dulio S., Giachero M., Leporati F., Nazzicari N., Cioccarelli G. (2008), *A technological standard for shoe machineries interfacing*, Proceedings of MITIP 2008 - pag. 352-357. ISBN:9788070437384
38. Denicolai S., Zucchella A., Scabini P. (2005), *International processes and dynamic capabilities: a framework for international entrepreneurship*, AIB 2005 proceedings. ISBN:0861971337
39. Denicolai S. Cioccarelli G., Francesconi A. (2005), *Local resource based sustainable development and tourist core-competence for innovation*, Innovation in Tourism – Creating Customer Value. ISBN:9783952172360
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#### **Editor Special Issue**

41. Denicolai S., Degnani G., Nosi, C., *Phygital transformation: current and future challenges*, Italian Journal of Marketing
42. Denicolai S., Magnani G., Alegre J., *Competitive Renaissance through Digital Transformation*, European Management Journal
43. Denicolai S., Zucchella A., Hagen B. (2015), *International entrepreneurship at the crossroads between innovation and internationalization*, Journal of International Entrepreneurship – vol 12:2 , pag. 111 -114.

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