

Stefano Denicolai

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Brief Bio

Stefano Denicolai is full professor of Business Strategy (“Economia e Gestione delle Imprese”) at the University of Pavia (Italy). He also serves as the Head of the Institute for Transformative Innovation Research (ITIR), as well as the Deputy Director of the Master's degree program in International Business and Entrepreneurship (MIBE) and the Executive MBA. Professor Denicolai is co-Director of the Executive Master in Top Management and Leadership in Healthcare (EMMLOS) at the University of Pavia, coordinating modules on innovation management. He has been Director of the master in digital Innovation (MINDE) at the University of Pavia.

He has held visiting scholar and professor roles at several prestigious institutions, including Harvard Business School in the US and SPRU at the University of Sussex in the UK. His research focuses on Innovation Management, the management of exponential technologies, particularly the impact of artificial intelligence on business models. He is the author of numerous books and articles in these fields, published in journals such as R&D Management, Journal of World Business, Technological Forecasting and Social Change, International Business Review, and Tourism Management.

He has contributed as a member of the Data-Driven COVID-19 Task Force under the Italian Ministry of Innovation and Digitalization and served on the expert panel that led to the Italian Government's Industry 4.0 policy.

Current Position (main)

- Full Professor in Business Strategy ('Economia e Gestione delle Imprese'), Department of Economics and Management, University of Pavia;
- Head of the “[Institute for Transformative Innovation Research](#)” (ITIR) – University of Pavia (focus on the interplay between business transformation, digital transformation, purpose transformation);
- Co-Director of the [Master EMMLOS](#);
- Deputy Director of the [Executive MBA Ticinensis](#) – University of Pavia;

Education

- PhD in Business Research, University of Pavia (Italy)
- International PhD Eudokma, Copenhagen Business School - Free University of Amsterdam;
- 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 / Management of Exponential Technologies
- Impact of artificial intelligence and emerging technologies on business model of organizations.

Visiting Positions (main)

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

Other Academic Experiences (main)

2023 – today	Head of the “Institute for Transformative Innovation Research” (ITIR), https://www.itir.io/
2022 - today	Deputy Director Executive MBA Ticinensis (EMBAT) – University of Pavia
2020 - today	Co-Director EMMLOS (executives in healthcare)
2022 – today	Member of the scientific committee – Fondazione Sostenibilità Digitale
2017 - 2022	Head of Executive MBA Ticinensis (EMBAT) – University of Pavia
2015 – 2022	Head of the Laurea Magistralis (Master Degree) in International Business and Entrepreneurship (MIBE) – University of Pavia
2017-2019	Head of the Master in Digital Innovation (MINDE) – University of Pavia
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, ...)
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Third Mission and Other Activities

2012 – today	Scientific advisor for research activities and innovation
2024	Author the “Innovation Handbook” for ‘Assolombarda’
2020 - 2022	Member of Member of the “ Data-Driven Taskforce Covid19 ” – Ministry of Innovation and Digitalization (Italy) [Ministero per l'Innovazione Tecnologica e la Digitalizzazione]
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

International Scientific Journal

1. Grego, M., Magnani, G. and Denicolai, S., 2024. Transform to adapt or resilient by design? How organizations can foster resilience through business model transformation. *Journal of Business Research*, 171, p.114359.
2. Denicolai, S. and Previtali, P., 2023. Innovation strategy and digital transformation execution in healthcare: The role of the general manager. *Technovation*, p.102555.
3. 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.
4. 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.
5. 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
6. 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.

7. Denicolai, G Magnani, JA Vidal (2022), Competitive renaissance through digital transformation, *European Management Journal*
8. 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.
9. 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
10. Magnani, G., Denicolai, S. and Petersen, B., 2022. Internationalization, value-chain configuration, and the adoption of additive manufacturing technologies. *Industrial and Corporate Change*.
11. 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
12. 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
13. 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
14. 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)
15. 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
16. 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
17. 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
18. 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
19. 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
20. 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
21. 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
22. 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
23. 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

24. 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
25. 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
26. 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
27. 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
28. 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

Articles - Italian Journals

28. 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
29. 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
30. 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

31. 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
32. Denicolai S. (2010), *Economia e management dell'innovazione : governo e intermediazione della conoscenza come leva di competitività*, Franco Angeli - Milano, ISBN:9788856816860
33. 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
34. Denicolai S. (2008), *Competenze dinamiche di rete. Strategie, modelli organizzativi e tecnologie per l'innovazione continua*, Franco Angeli - Milano, ISBN:9788846491466
35. Denicolai S. Zucchella A. (2006), *Analisi strategico-organizzativa per lo sviluppo locale. Il Development Migration Path*, Franco Angeli - Milano, ISBN:9788846477071

Book Chapters

36. 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
37. 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
38. 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
39. 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

40. 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
41. 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
42. 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
43. 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.
44. 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

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45. 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
46. 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
47. 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
48. 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
49. 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
50. 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
51. 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
52. Denicolai S. (2005), Innovazione interorganizzativa nelle aziende di piccole dimensioni, in Organizzare a misura d'uomo, Mc Graw Hill - Milano, ISBN:8838662681
53. 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
54. 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
55. Denicolai S. (2003), Cooperazione e competizione delle destinazioni turistiche alpine, in Turismo alpino e innovazione, Giuffrè - Milano, ISBN:8814107661

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56. 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
57. 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"
58. 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
59. 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
60. 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
61. 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"
62. 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
63. 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
64. 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
65. Denicolai S., Zucchella A., Scabini P. (2005), International processes and dynamic capabilities: a framework for international entrepreneurship, AIB 2005 proceedings. ISBN:0861971337
66. 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
67. Denicolai S. Francesconi A. (2004), The Convergence Process between Business Network Approach, Inter-organizational Information Systems (IOSs) and ICT in Small Service Firms, Proceedings of FIWIS 2004. ISBN:9521214562

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