

17<sup>th</sup> International Forum on Knowledge Asset Dynamics

# BOOK OF ABSTRACTS

## IFKAD 2022

20-22 June 2022

SUPSI University, Lugano  
Switzerland

BLENDED EDITION



# **IFKAD 2022**

*17<sup>th</sup> International Forum on Knowledge Asset Dynamics*

*20-22 June 2021  
Lugano, Switzerland*

# ***Knowledge Drivers for Resilience and Transformation***

BLENDÉD EDITION

# **BOOK OF ABSTRACTS**

***Organized by:***  
*Arts for Business Institute  
LUM University  
SUPSI University*

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# **WELCOME TO THE IFKAD 2022**

17<sup>th</sup> International Forum on Knowledge Asset Dynamics

BLENDING EDITION

## **Knowledge Drivers for Resilience and Transformation**

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Welcome to the 17<sup>th</sup> edition of IFKAD. This 2022's edition is still, unfortunately, signed by destructive forces that are reshaping the socio-economic and the business-production landscape that organizations are navigating. The last two years have been affected by the consequences of the pandemic, which has transformed our lives and habits. However, we have proved that when collaboration and cooperation prevail, it is possible to exercise collective intelligence to face enormous challenges such as a pandemic. The development of vaccines against the Covid-19, in a record time, has been the result of sharing and combining knowledge across countries' institutions. We have seen the importance of creating mechanisms and infrastructure to support knowledge processes to drive value creation. However, the challenges ahead are still numerous, and nowadays, we are witnessing the growing international geopolitical tensions sparked by the conflict in Ukraine.

Today, companies live in a business landscape that is increasingly complex and uncertain, requiring organizations to be more resilient, imaginative, intuitive, and flexible. To face the fast-evolving (digital) technologies and the sustainable challenges, organizations must transform businesses and behaviours to respond to breakthrough and disruptive innovations and translate challenges into development and growth opportunities to survive and prosper. The transformation is imperative and a distinguishing facet of the business landscape. The scale and variety of disruptions affecting businesses are unprecedented and astounding. Disruptions and overlapping crises threaten the working mechanisms of socio-cultural and economic-production ecosystems, and organizational systems are challenged to understand how they can be sustainable, keep moving forward and grow. Organizational business models and traditional working mechanisms are at stake during uncertain times. Organizations must develop strategies and implement management initiatives to respond to the waves of disruptions impacting their businesses. Understanding the strategies, projects, and tools to manage the knowledge to navigate uncertain times is essential for the survival and sustainability of any organization. The capacity to create, employ, and deploy knowledge is critical to protect the business and guarantee that organizations can continuously contribute to the value creation dynamics of stakeholders' wealth creation. Knowledge management is essential to drive organizations through the crisis. It can help implement change management, optimize operations, and, most importantly, support organizational learning mechanisms that can turn into innovations

strengthening corporate systems of responding to a complex socio-economic landscape. The management and assessment of knowledge assets can drive workplace protection, ensuring employees' safety and engagement to find new solutions. A knowledge-based view of the employment and deployment of new technologies can support smart working, the security of employees' expertise from dispersion, the creation of knowledge communities for innovation, and the strengthening of social capital to face psychological and sociological human tragedies. Knowledge management strategies play a central role in developing supply chain resilience and reorganizing operations. The assessment and protection of intellectual capital are critical to reducing the risks of a financial downturn. Finally, knowledge-based strategies can help maintain relationships with customers and key stakeholders. Therefore, both private and public organizations need to generate, manage and exploit tacit, explicit and practical knowledge to drive and sustain transformation and stay competitive.

The IFKAD2022 is dedicated to "Knowledge Drivers for Resilience and Transformation" to discuss the role and relevance of knowledge assets and dynamics to make organizations resilient and transformative. This is coherent with the IFKAD's fundamental hypothesis that knowledge is the primary driver of any organization's dynamics to prosper in a complex and turbulent environment, from the viewpoint of both flow/process and stock/output. Indeed, the ability to continuously find a new "balance equilibrium" will represent a competence that organizations will need to develop to survive and prosper. For this reason, the capacity for adaptation and learning is an essential distinguishing characteristic of future successful and sustainable organizations. Therefore, one of the primary purposes of IFKAD 2022 is to provide perspectives to understand the knowledge drivers affecting the organization's capacity for resilience and transformation.

At the 17th edition of IFKAD, we wish to extend our theories, findings, and business discourses about the nature, characteristics, and dynamics of knowledge drivers defining an organization's capacity to embrace and govern digital and sustainable transformation and make organizations resilient. We aim to understand to what extent knowledge management can support organizations to become transformative for organizational transformation and value creation capacity.

We look to your contribution to making IFKAD 2022 the forum and the place to advance our understanding of how managing knowledge organizations can develop a capacity to face business and socio-economic challenges and crises. The multidisciplinary field of knowledge management can provide valuable insights to help leaders and managers to apply models and tools to foster the capabilities for effectively absorbing and reacting to disruptions and crises.

Considering that still, many delegates cannot travel because of the restrictions due to the coronavirus pandemic and the increasing geopolitical tensions, IFKAD2022 is managed as a blended event with some sessions to be managed onsite at the SUPSI, in Lugano from the 20th to

the 22nd of June, and others online. Moreover, the IFKAD ASIA Chapter is in its 3rd edition. It is consolidating, offering the opportunity to broaden our scientific conversation and create a learning platform in Asia to understand the relevance of knowledge drivers for sustainable organizational development.

This year's IFKAD is co-organized by the SUPSI, the LUM University, with the managerial support of the Arts for Business Institute. At the same time, the Asia chapter is co-organized with the Chinese Culture University. We are grateful for the sponsorship support offered by BancaStato, Lugano Arte e Cultura, Città di Lugano, Zambon, PM Ticino, and SFIHealth.

The mission of IFKAD is to develop research and scientific conversations aimed at contributing to theory-building and the managerial practice about the role of knowledge as an organizational value-driven source. Our view is that organizations are primarily in the business of knowledge, and their capacity to manage knowledge affects their future business sustainability and value creation capacity.

I want to extend my gratitude to all those colleagues and friends who work to make IFKAD2022 a successful scientific event and a great social gathering to meet old friends and make new ones. I am sure our knowledge-based community will continue to inspire a fruitful conversation capable of nurturing our curiosity and scientific expertise. Furthermore, I am confident that all delegates will share insights to help organizations navigate the difficult time and complex socio-economic landscape generated by the coronavirus crisis.

Prof. Giovanni Schiuma  
*LUM University, Italy*



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## GENERAL THEMES & TOPICS

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- *Knowledge-based frameworks and approaches for organizational resilience*
- *Knowledge management and transformative organisations*
- *Managing knowledge assets for digital transformation*
- *Remote working re-framing the productivity of knowledge-based organisations*
- *Lessons and insights from managing crises*
- *Creating and translating knowledge into action in uncertain times*
- *Characteristics of intelligent data system helping to cope with the updated information to inform decision-makers*
- *Features of a knowledge management system to support organisations sustainability*
- *New technologies to create and share knowledge to manage the risks.*
- *Develop knowledge management system supporting rapid product and service prototyping*
- *Understanding how to prevent and react to waves of disruption*
- *Managing organisations' strategic knowledge assets to navigate VUCA business landscape*
- *Assessing the most valuable intellectual capital dimensions to handle uncertain times*
- *Managing infodemic*
- *Knowledge management and change management*
- *Managing knowledge for open innovation*
- *Knowledge and new technologies for business model innovation*
- *Knowledge value drivers and knowledge management processes: new theories and practices;*
- *Knowledge management systems, ICT and digitalisation;*
- *Inter-organisational knowledge dynamics;*
- *Human resources management, collective intelligence and organisational design;*
- *Arts-based management approaches and tools for knowledge management and organisational development in the digital era;*
- *Design thinking methods for innovation and knowledge creation and visualisation;*
- *Knowledge management and Intellectual Capital-based models for the sustainable and inclusive development of regions and cities;*
- *Knowledge management and social innovation;*

## SPECIAL TRACKS

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### **Jazz and Management: Jazz as a Metaphor for the Management of the Third Millennium**

*Organizers*

Luca D'Elia | SUPSI, Italy

### **Investment in Knowledge in Developing European Economies (e.g. Western Balkan)**

*Organizers*

Maja Bacovic | University of Montenegro, Montenegro

Nikola Milovic | University of Montenegro, Montenegro

### **Knowledge Acquisition at Risk – Transformation and Challenges of Learning in the Age of Information**

*Organizers*

Zlatkin Troitschanskaia | Johannes Gutenberg University Mainz, Germany

Jennifer Fischer | Johannes Gutenberg University Mainz, Germany

Mita Banerjee | Johannes Gutenberg University Mainz, Germany

Marcus Maurer | Johannes Gutenberg University Mainz, Germany

Christian Schemer | Johannes Gutenberg University Mainz, Germany

### **Managing Knowledge Networks**

*Organizers*

Giuseppe Cappiello | Università di Bologna, Italy

Rodolfo Baggio | Università Bocconi, Italy

### **Knowledge Management for Challenging Strategies to Enhance Inner Areas and Fragile Contexts**

*Organizers*

Diana Rolando | Politecnico di Torino, Italy

Manuela Rebaudengo | Politecnico di Torino, Italy

Alice Barreca | Politecnico di Torino, Italy

### **New Technologies and Entrepreneurship**

*Organizers*

Ciro Troise | University of Campania Luigi Vanvitelli, Italy

Elena Candelo | University of Turin, Italy

Gabriele Baima | University of Turin, Italy

John Dinsmore | Wright State University, U.S.

# SPECIAL TRACKS

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## **Resilience in Managing Financial Strategies during Uncertain Times**

*Organizers*

Giuseppe Modaffari | La Sapienza University of Rome, Italy

Niccolò Paoloni | Roma Tre University, Italy

Valentina Santolamazza | Roma Tre University, Italy

## **Management of Knowledge-Intensive Business Processes**

*Organizers*

Mikhail Monashev | Masaryk University, Czech Republic

Michal Krčál | Masaryk University, Czech Republic

## **Bouncing Back or Bouncing Forward? The Role of Knowledge from Absorptive to Transformative Resilience**

*Organizers*

Cristina Simone | Sapienza University of Rome Italy

Francesca Iandolo | Sapienza University of Rome, Italy

Antonio La Sala | Sapienza University of Rome, Italy

## **KM and the Green Transformation – Or the Need for a Responsible and Inclusive Approach to KM**

*Organizers*

Susanne Durst | Tallinn University of Technology, Estonia

Wolfgang Gerstlberger | Tallinn University of Technology, Estonia

Malgorzata Zieba | Gdansk University of Technology, Poland

## **Stakeholder Engagement as Source of Knowledge**

*Organizers*

Mario Tani | University of Naples Federico II, Italy

Gianpaolo Basile | University Mercatorum, Italy

Mohamed Gheith | Mansoura University, Egypt

Anna Prisco | University of Naples Federico II, Italy

## **Innovation Systems to Support Sustainable and Resilient Agrifood Supply Chains**

*Organizers*

Pier Paolo Miglietta | University of Salento, Italy

Felice Adinolfi | Alma Mater Studiorum University of Bologna, Italy

Maria Grazia Gnoni | University of Salento, Italy

Giulio Paolo Agnusdei | University of Salento, Italy

Benedetta Coluccia | University of Salento, Italy

Yari Vecchio | Alma Mater Studiorum University of Bologna, Italy

# SPECIAL TRACKS

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## **Female Entrepreneurship's Capacity for Resilience and Transformation**

### *Organizers*

Paola Paoloni | Sapienza University of Rome, Italy

Antonietta Cosentino | Sapienza University of Rome, Italy

Giorgia Mattei | University of Rome Tre, Italy

Martina Manzo | University of Rome Tre, Italy

## **Digitalization and Strategic Knowledge in Healthcare**

### *Organizers*

Krishna Venkitachalam | Estonian Business School, Estonia

Nina Helander | Tampere University, Finland

## **Sustainability of Innovation Ecosystem**

### *Organizers*

Marco Ferretti | University of Naples Parthenope, Italy

Eva Panetti | University of Naples Parthenope, Italy

Daniele Leone | University of Naples Parthenope, Italy

Andrea Caporuscio | University of Naples Parthenope, Italy

Maria Cristina Pietronudo | University of Naples Parthenope, Italy

## **Collective Wisdom and Participatory Knowledge for Urban and Regional Development**

### *Organizers*

Selena Aureli | University of Bologna, Italy

Mara Del Baldo | Roma Tre University, Italy

Paola Demartini | Roma Tre University, Italy

Lucia Marchegiani | Roma Tre University, Italy

Michela Marchiori | Roma Tre University, Italy

Martin Piber | University of Innsbruck, Austria

## **Driving Innovation within Smart, Sustainable and Resilient Communities and Organisations using Technology and Managing Knowledge**

### *Organizers*

Mauro Romanelli | University of Naples Parthenope, Italy

Alexandra Zbucea | National University of Political Studies and Public Administration, Romania

## SPECIAL TRACKS

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### **Resilience and Transformation Addressed with a Complexity Approach**

#### *Organizers*

Andrea Fronzetti Colladon | University of Perugia, Italy  
Ilaria Giannoccaro | Polytechnic University of Bari, Italy  
Cristina Ponsiglione | University of Naples Federico II, Italy  
Linda Ponta | Università Carlo Cattaneo LIUC, Italy

### **Knowledge and Intellectual Capital Management in Healthcare**

#### *Organizers*

Stefano Calciolari | University of Milano-Bicocca, Italy  
Rocco Frondizi | University of Rome Tor Vergata, Italy  
Marco Meneguzzo | Università della Svizzera Italiana, Switzerland  
Francesco Saverio Mennini | University of Rome Tor Vergata, Italy

### **The Role of Projects for Organizational Resilience: Understanding Knowledge Integration in Complex Public and Private Settings**

#### *Organizers*

Paolo Canonico | University of Naples Federico II, Italy  
Ernesto De Nito | University of Salerno, Italy  
Alessandro Hinna | University of Rome "Tor Vergata", Italy  
Antonio Bassi | Scuola Universitaria Professionale della Svizzera Italiana, Switzerland  
Anna-Maija Nisula | LUT University, Finland

### **Sustainability Innovation in Service Provision**

#### *Organizers*

Marco Tregua | University of Naples Federico II, Italy  
Tiziana Russo Spena | University of Naples Federico II, Italy  
Cristina Mele | University of Naples Federico II, Italy  
Francesco Bifulco | University of Naples Federico II, Italy

## KEYNOTE SPEAKERS

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**Jay Liebowitz**

Stillman School of Business, Seton  
Hall University USA



**Federica M.R. Livelli**

Continuity & Risk Management  
Consultant - Italy



**Massimo Mistretta**

SUSPI, Switzerland

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# An Ontological Approach to Transforming Managers into Business Analysts: Master Program Re-orchestration<sup>1</sup>

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## Abstract

Nowadays companies collect a lot of data about their customers, competitors, supply chains and everything. However, the most challenging task is to unlock the value of the data collected. The role of business analysts in completing this task is extremely important.

The number of MSc programs on analytics at universities is growing, however, only at business schools data science curriculum incorporates the concepts, tools, and techniques to guide organizational transformation. Then graduate of a business school is capable to make decisions using the mathematical apparatus and tools to organize the data, develop, and apply the processing algorithms. By mastering a combination of advanced analytical skills with business and management skills, students will be able to become business analysts for a wide range of businesses.

The paper describes an ontological approach to the re-orchestration and re-design of the master's program in business analysis and big data at the Graduate School of Management, St. Petersburg State University (GSOM SPbU). Ontological framework is chosen as a conceptual structure of a domain.

The paper examines a methodological ontology to describe the association of skill and knowledge within a competency statement.

**Keywords** – business analysis, big data, data governance, machine learning, master program redesign

**Paper Type** – Academic Research Paper

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# Measuring and Reporting the Gender Dimension of Intellectual Capital: A Scorecard-like Proposal

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## Abstract

The aim of this work is to analyze the Gender Equality issue within the context of Intellectual capital and performances with specific reference to knowledge organizations.

The final purpose of the article is to investigate the relevance of gender issues in knowledge-based organizations including universities and firms and to provide a complete mapping of IC, gender equality and performance by identifying a rich set of indicators which integrate the existing literature both published in international peer-reviewed papers and in the *grey* literature, e.g. practical-based reports, produced within knowledge-intensive firms. We propose a map of the indicators grouped according to the three dimensions of the IC (human capital, structural capital, relational capital).

**Keywords** – Intellectual Capital, Sustainability, Gender balance, Knowledge-based firm, University

**Paper Type** – Academic Research Paper

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# The Role of Intellectual Capital in Pursuing Social Value, during Covid-19 Emergency: A Case-Study of Italian Red Cross Organization

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## Abstract

This research explores the role of IC management in Italian Red Cross Organization to face Covid19 crisis and support community well-being, according to the fourth stage of IC research (Dumay, 2013; Massaro et al., 2018). A case study has been adopted (Yin, 2003;2004) developing questionnaire, semi-structured interviews, and reports' content analysis, using Nvivo12 software. The results identify a proactive role of IC action (Mouritsen,2006; Dumay,2009; Guthrie et al., 2012), through an improvement of its components (Johanson et al., 2001) and its ability to influence the ecosystem, supporting social impact, providing activities and services to community.

The study offers theoretical and practical contributions: It contributes to IC literature about NPOs, that is still unexplored and dominated by studies focused, mainly, on theoretical framework and that needs to discover possible challenges or insights in managing the IC (Dumay,2009); contributing to fourth stage of IC literature, this study explores the relationship between IC in action and the value creation for the ecosystem.

**Keywords** – Intellectual Capital, Crisis management, Non-profit organizations, Red Cross organization, social value

**Paper type** – Academic Research Paper

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# Enabling of Digital Transformation Pathways by a Remote Workforce

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## Abstract

**Purpose** – Industry 4.0 is an issue that has already reached most companies, although its implementation still varies significantly. This variance is mostly due to the fact that planning and implementing networked technologies in companies requires new forms of interdisciplinary collaboration. The approach developed in this paper provides guidance to manufacturing companies to identify and exploit digitally enabled market opportunities and to start a project-based learning process to transform the organization.

**Design/methodology/approach** – We propose an approach using only remote guidance for competence building on digital transformation to increase companies' ability to act. The proposed approach nurtured on existing digital transformation frameworks and agile project management tools suitable to achieve cognitive learning goals from the simple to the difficult, from the straightforward to the complex. By that it mitigates shortcomings with regard to application in practice. An integrated virtual supported training format for companies addresses therefore initial knowledge building, assessment options, derivation of focus areas, development of target scenarios and implementation experience.

**Originality/value** – Numerous theoretical principles on digital transformation can be found in the literature. Approaches that translate these into practical procedures can only be found to a limited extent. Therefore, the originality of this paper is to propose a project-based approach that can enable companies not only to assess their digital maturity level and plan its increase, but at the same time to initiate a learning process for implementation. It enables employees to communicate inside and outside the organization, share knowledge/data and organize joint projects. So that the collaboration between team members of different disciplines is encouraged.

**Practical implications** – The developed approach offers companies the opportunity to launch coordinated holistic initiatives for digital growth. Supported by agile development approaches, this can also be done location-independently in distributed teams. So, the effort for bringing distributed teams together can be reduced and interdisciplinary work is enhanced.

**Keywords** – Digitization, Industry 4.0, Vocational Qualification, Assessment

**Paper Type** – Practical Paper

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# How Managing Knowledge Disclosure in Terms of ESG Information Affects IPO Performance: An Empirical Study in the European Context

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## Abstract

Today investors are particularly interested in having a direct impact on the achievement of a sustainable global development model, and therefore they consider as very relevant the disclosure of sustainability issues of the companies in which they invest. In fact, in recent years there has been an increase in Sustainable Responsible Investing (SRI), that is an investment strategy that accounts for environmental, social and governance factors (ESG factors) into investment decisions. The integration of sustainability within corporate strategies can have an impact on various aspects of a company, including also extraordinary operations like Initial Public Offerings (IPO). The integration of these factors within the business, in fact, can affect the performance of an IPO.

This study analyses the effect of disclosing ESG information on IPO performance (in terms of underpricing) using a large sample of IPO in Europe. When companies go public, the equity they sell in an IPO tends to be underpriced, resulting in a substantial price jump on the first day of trading.

Given the growing importance of ESG factors and of their disclosure to all the stakeholders, the objective of this work is to examine the possible impact of the disclosure of the ESG report on the IPO performance, in terms of underpricing and, therefore, to understand how to manage it.

The analysis is conducted using the European IPOs which took place between 2017 and 2021, considering a sample of 100 companies, of which 50 disclose the ESG report prior to the IPO, and 50 that did not. The study represents a contribution regarding the incentive of companies to disclose knowledge related to ESG information, with the aim to increase the level of transparency towards all the stakeholders, in order to reduce the information asymmetry which is able to increase IPO underpricing.

**Keywords** – ESG, IPO, underpricing, sustainability, knowledge

**Paper Type** – Academic Research Paper

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# Quantitative Conceptual Mapping of Knowledge Management and Digital Transformation Literature

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## Abstract

Digital transformation and new technologies offer companies a unique opportunity to tap into new revenue streams while increasing value creation. Through targeted investments in digital and knowledge management, it is possible to develop new sources of income and expand their business. Digitizing knowledge, for example, makes it easier for a company's employees to access information. In addition, individuals can use technology to share and control the information they have access to. The development of innovations and the improvement of business models will benefit all stakeholders so that everyone can benefit from the digital revolution. In this framework, we conduct a bibliometric study of the digital transformation literature and identify the factors that influence the success of a digital transformation project. In this work, we have considered a query: "knowledge management", assets, and "digital transformation", where The scientific production considered covers scientific articles from 2005 to 2022. Methodologically speaking, we combine two different separate statistical analyses from the construction of the bibliometric database. First, we considered a multivariate analysis using multiple correspondence analysis; then, we used cluster analysis to identify the relevant groups of keywords in the literature. In this respect, the performed exploratory multiple correspondence analysis aims to visualize on a two-dimensional map the significant keywords from the articles which can be considered in this scientific literature. We uncover the most significant relationships between the most relevant terms from the subsequently published literature. We repeated the complete bibliometric analysis to evaluate the sensitivity of the results by using different terms than the previous study. More specifically, from the second bibliometric analysis, we analyze the robustness of the results obtained in the study performed by considering slightly different terms valid to discover relevant issues related to the use of similar keywords on the queries (digital "change" instead of digital "transformation" for instance). Throughout this research, it is possible to discover the different clusters of ideas associated with the basic conceptual groupings that characterized the literature. Therefore, it is necessary to perform a cluster analysis to understand the critical needs for digital transformation and the links between these needs and knowledge management and digitization. Overall, we emphasize the importance of intellectual capital in the digital transformation process, as higher intellectual capital leads to better use of resources.

**Keywords** – Digital Transformation, Knowledge Management, Bibliometric Analysis, Multiple Correspondence Analysis, Conceptual Mapping

**Paper Type** – Academic Research Paper

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# Clashing Knowledge Systems: Representing their Collisions

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## Abstract

The article provides an analysis of the terminology associated with novel coronavirus based on the study of the terms of scientific publications and social media messages by ITO and ITO-Sent models. These two models are outcomes of digitalisation of the SECI model. There are three main differences between these two models and the SECI model. First, first two models distinguish between two knowledge representation forms: words and computer codes. Second, they include four transition processes: visualisation (computer codes → words), digitalisation (words → computer codes), conceptualisation, and annotating, apart from four processes already present in the SECI model (socialisation, externalisation, combination, internalisation). Third, they serve as a theoretical basis for developing information technology for the goal-oriented discovery of new knowledge in texts. An information technology has been developed to discover traditional and new medical terms in the texts of scientific publications and Twitter messages associated with novel coronavirus.

**Keywords** – Knowledge system, Scientific information, Social network message, Terminology, Collision

**Paper Type** – Academic Research Paper

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# Achieving Total Quality through Executives' Characteristics: An Exploratory Study of Managerial Hubris during Covid-19 in Hospitality Facilities

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## Abstract

The objective of this paper, which is grounded in Total Quality Management (TQM) theory, is to ascertain whether management hubris can be a constructive feature that allows tourist industry organizations to thrive, even for brief periods, in turbulent situations and contexts such as those presented by the COVID-19 pandemic.

This study employs a qualitative approach to develop in-depth insights on the potential benefits of hubris as a behavioral technique. Specifically, 24 interviews were conducted with personnel of Italian hospitality facilities. The participants were asked whether they identified the trait of hubris in their supervisors' behaviors and, if so, what tactics were implemented to achieve total quality.

The findings reveal that in a crisis, such as the COVID-19 pandemic, managers might use hubris to attain total quality while grappling with the dangers and ambiguities of the setting in which the tourism business operates.

This study is the first to leverage qualitative approaches to emphasize the beneficial aspects of managerial hubris for TQM in times of extreme ambiguity, such as the COVID-19 pandemic and the specific context of tourism accommodations.

**Keywords** – Total Quality Management, Hubris, Qualitative study, Covid-19, Tourism.

**Paper Type** – Academic Research Paper

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# Toward the Implementation of a Consensual Maturity Model for Big Data in Consumer Goods Companies

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## Abstract

This paper presents the Consensual Big Data Maturity Assessment System (CBDAS) implementation in a multinational company leader in the Consumer Goods sector. The business case illustrates the objective and the approach which has been taken with the CBDAS initiative. The paper aims to justify the assessment system as a dynamic and flexible system for enterprises operating in the Consumer Good sector. It can be leveraged to understand the maturity stage in the big data domain and guide organizations about their status of advancement in proposing successful big data initiatives. Some results of the first cycle of evaluation by the Senior Managers and IT decision-makers of Procter & Gamble Company are pinpointed to illustrate the advantages and the exchange of good practices following the evaluation.

The paper introduces the CBDAS initiative, implemented on a web application, organized in eight business-relevant domains, comprehensively covering all aspects impacting big data initiatives' success. The assessment contains weights to evaluate the corresponding relevance of a certain domain within the organization's reality.

Company data activities generate value in synergy with other assets. Therefore, to estimate whether it is a priority to intervene, i.e., on the technologies, data strategies, or organizational culture, we isolate the processes and flows deriving from data initiatives in the company, mapping two exemplary processes to intercept priority actions of intervention. Therefore, by determining the type of interventions on processes and maturity levels in each data maturity domain, we derived concrete actions to bridge the existing maturity gap in higher priority areas.

**Keywords** – Big Data; Analytics; Maturity Model; Assessment system; Business Intelligence.

**Paper Type** – Academic Research Paper

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# Individual Learning, Knowledge Sharing and Innovative Behavior of Employees in Small Businesses in Kampala Uganda

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## Abstract

This study seeks to determine the effect of individual learning, knowledge sharing, and innovative behaviour among employees in small businesses in Uganda. The research model demonstrates the relationship between individual learning, knowledge sharing and innovative behaviour among employees. Individual learning (self-initiated learning and problem solving) and knowledge sharing (information collection and information donation) are the independent variables while innovative behaviour among employees (supervisor related) is the dependent variable of the study.

We used a quantitative approach and a cross-sectional study research design. The study uses primary data source collected from a sample of 360 welding small businesses in Kampala district in Uganda. These businesses are selected because it is a developing segment of the small businesses that has exhibited innovative potential and they are likely to make a significant contribution to the growth of the Ugandan economy. The purposive sampling technique was used to select the sample. The data was analysed using correlations and regression analysis.

When employees share knowledge in form of information collection and donation, it helps them to strengthen their understanding which is relevant in boosting their innovative behaviour. Similarly, knowledge sharing and individual learning that is self-initiated learning and problem solving is important in promoting innovative behaviour among employees.

The study findings will help small business owners/managers to develop strategies that will enhance the innovative behaviour of their employees during pandemic such as Covid 19. Policy makers will use the study findings to design policies that will foster innovative behaviour among employees especially the youths in Uganda.

The results contribute towards the limited empirical and theoretical evidence regarding the individual learning, knowledge management and employee innovative behaviour in small businesses in a developing country perspective.

The study was limited by the design which was cross sectional focussing on snapshot perceptions which could probably not provide quite realistic occurrences of study variables.

**Keywords** - Individual learning, Knowledge sharing, innovative behaviour, Small Businesses, Covid 19, Uganda.

**Paper Type** – Academic Research paper

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# Analysis of Coefficient of Innovation (CI) as Key Element for a Transformational Culture

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## Abstract

Innovation is a fundamental process for the development of a prosperous and dynamic economy in this post-Covid era. The use of the Rao and Weintraub Model (2013) allows us to have an X-ray of the innovation culture of various organizations through the vision of general managers and/or founders. When these types of tools are used, it is possible to provide invaluable assets to decision makers for the promotion of elements towards a solid culture of innovation in a region, since it allows the identification of dynamics and practices in a sample of companies.

In the case of the study, the application of the instrument was carried out between the months of July to September 2021 to 177 managers and/or founders of small and medium-sized companies in the state of Guanajuato.

**Keywords** - innovation, culture, SMEs, Guanajuato, management.

**Paper Type** – Academic Research Paper

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# The Impact of Sustainability Practices on Consumer Behaviour in the Fashion Industry

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## Abstract

Today's industry is fast-paced, dynamic and in a continuous process of evolution and change, like never seen before. This paper focuses mainly on the consumers' behavioural shifts and questions how the global pandemic changed consumer preferences towards more sustainable and socially responsible businesses. As sustainability and accountability become a more urgent concern, brands need to escalate their efforts to reflect the customers' values and beliefs since consumers more than ever want to know where materials come from, how products are made, and the working conditions of the people involved in the manufacturing are fair. The empirical research consisted of a mix-methods approach that included a survey performed on 227 Gen-Zers, extending previous studies on generational theory, a focus group, and an implicit association test (IAT). Results show that sustainability practices are very important for the samples' perception of the brand (through rational thinking); however, the focus group and the IAT showed otherwise. Although sustainability practices remain pertinent, participants in the study demonstrated different behaviours according to the role they play in society, i.e. as individuals (moral values); or as consumers (mainly price and feeling of belonging).

**Keywords** – Sustainability Perceptions, Brand Trust and Engagement, Generation Z

**Paper Type** – Academic Research Paper

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# Knowledge Drivers for Resilience in Tourism Firms

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## Abstract

The tourism sector has been strongly affected by the Covid-19 pandemic and, as it is necessary to respond to crisis situations as quickly as possible, there is great interest in the study of organisational resilience. Resilience should be developed as an iterative process for long term organisational development rather than a crisis management tool (McManus et al., 2007). From strategic management field, the theory of dynamic capabilities could provide an analysis perspective for tourism organisations, investigating how they can increase their resilience in turbulent environments. Based on these ideas, the objective of this study is to develop a model that allows us to: (1) identify organisational strategies that, in the context of dynamic capabilities, can influence the degree of resilience of hotels; (2) analyse whether the resilience capability of hotels affects their performance; (3) determine whether resilience capability mediates the relationship between the organisational strategies of hotels and their performance. To reach our objective we have designed a survey which has been sent to the CEOs of 555 hotels with 3 or more stars in the Valencian Community of Spain. The research is still in progress as the data collection phase and the analysis of the results have yet to be concluded. However, the paper offers various theoretical and practical contributions.

**Keywords** – Resilience, tourism sector, ambidexterity, digitalisation, corporate social responsibility and sustainability

**Paper Type** – Academic Research Paper

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# Intellectual Capital Disclosure via Twitter and Firm Value

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## Abstract

The advent of new technologies has radically changed the way in which companies disclose information and dialogue with investors and stakeholders. Among the different digital platforms, social media are establishing themselves as the ideal channel for building one-to-many communication and transmitting messages to a wide audience of users. In particular, they represent an ideal solution for the dissemination of intellectual capital (IC) information. The advent of social media as platforms for disseminating IC information is bringing out new research challenges aimed at investigating the implications associated with their use. However, to date there is a lack of academic contributions relating to the financial benefits of using social media for IC disclosure (ICD). This study aims to bridge this gap by analysing the effect of ICD through Twitter on firm value. To this end, it provides a content analysis of the tweets disclosed by 262 firms listed on the Global Fortune 500 in 2020 aimed at examining the amount of IC information disseminated and a regression analysis aimed at analysing the impact of this information on the firm value. Empirical results show that a large ICD via Twitter favours an increase in firm value. They also demonstrate that the dissemination of information relating to the three dimensions of the IC also has a positive effect on the firm value.

**Keywords** – Intellectual capital; Social media; Disclosure; Twitter; Social networks

**Paper Type** – Academic Research Paper

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# Data Analytics for Marketing Knowledge Advancement: A Market Segmentation Example Using Support Vector Machine

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## Abstract

Even though digital transformation efforts range from the use of digital technologies to improve a single process, product, or service to the major redesign of an organization's work logic and the way it generates value for its customers, they are an unavoidable path for thriving in contemporary market. Technologies associated with digital transformation include data analytics and big data, as well as their application to the contemporary organizations. This paper presents a data-driven strategy to consumer segmentation that is based on data mining techniques. It demonstrates an example of a data-based decision-making process in dividing the market and assessing different market segments individually, taking into account the specificities of each, allowing the company to create a differentiated and customized marketing strategy for all defined segments. However, data mining techniques often neglect the smallest segment of the best and most important customers, due to the bias of classifiers towards larger classes. Hence, this paper proposes an approach that solves this problem. By using accurate customer targeting, companies can allocate their marketing budgets efficiently, which reduces costs and increases their sales and profits. By using data mining and analytics techniques, countries from the less-developed regions can boost their business performances and affect the changes in the market transformation and development.

**Keywords** – data mining, marketing knowledge, support vector machine, marketing development

**Paper Type** – Academic Research Paper

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# Higher Education Knowledge Development in the Information Age: Fostering Students' Critical Online Reasoning and Narrative Competence through Performance Tasks

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## Abstract

In this paper, we demonstrate that the PTs developed in iPALare particularly suited for increasing students' COR ability and narrative competence. To analyse this potential of PT described here, we bring together educational psychology (e.g., with regard to simulating students roles as future decision-makers and professionals in organizations), education research in economics (e.g., in measuring the COR ability of students in economics versus students of other disciplines), and narrative research (e.g., for measuring students' competence in understanding that information is always embedded in narratives, that may "lead" students' in a particular direction with regard to a specific topic). Our study combines quantitative empirical research (e.g., by measuring the COR ability of cohorts of students using the PT) with qualitative analysis (e.g., analyzing students' narrative competence on the basis of both information provided in the PT and students' written answers using this information).

**Keywords** – Narratives, Knowledge Management, Critical Online Reasoning, Performance Task, Higher Education

**Paper Type** – Academic Research Paper

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# Assessing Data Literacy: Cognitive Processes and Biases in the Digital Arena

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## Abstract

Making sense of data is increasingly necessary to separate what is factual and evidence-based from what is not in today's digital society. Making sense of data to make decisions or what is also called data literacy involves the general use of data, critical thinking and, importantly, the active detection of cognitive biases to make meaningful search choices when thinking about topics in social medical, economic and political settings (Leighton, Cui & Cutumisu, 2021; Ridsdale et al., 2015). A large pilot study was conducted to evaluate the design of a digital performance assessment (DPA) to measure data literacy in post-secondary students. The study included randomly assigning participants to one of three distinct DPA conditions: eye-tracking, think aloud and control. The objective of the present paper is to share the results obtained from the think-aloud condition as validity evidence of response processes. Three research questions guided the think-aloud portion of the study: (1) Can meaningful response processes be captured as participants think aloud in completion of a DPA on data literacy? (2) Do the response processes that characterize participants' performance support inferences about their data literacy? (3) What is the relationship between students' DPA performance and their cognitive biases? Thirty of 170 participants were presented with a DPA on data literacy and asked to think aloud. Participants were interviewed remotely using Zoom videoconferencing software. Based on two coding schemes developed to assess verbal reports, the results revealed that participants spent an excessive amount of time reading in relation to thinking aloud. This result did not permit the use of participants' response processes as a meaningful predictor of data literacy. Moreover, participants' cognitive biases did not predict performance on the DPA. On the surface these results suggest that measuring response processes may not be worthwhile for DPAs. However, a more meaningful interpretation of the results leads us to conclude that the extent of constraints built into the DPA may be precluding the measurement of response processing.

**Keywords** – Performance Assessment, Data Literacy, Critical Thinking, Response Processing, Think Aloud Interviews

**Paper Type** – Academic Research Paper

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# How Critical Thinking Manifests itself in an Unconstrained Online Environment: Preliminary Results from Feasibility Study

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## Abstract

Students are dealing with the information gathered on the internet on an everyday basis. They need to evaluate arguments in various contexts, look for credible sources of information and make valid judgements and conclusions, both for their studies and everyday life tasks. This is why Critical Thinking (CT) is crucial for students on various levels of education. There are various theories about the nature and structure of critical thinking, however, many similarities can be recognized among classical and modern research in this area (Facione, 1990, Lai, 2011). One of the most influential definitions of CT by R. Sternberg presents CT as the “mental processes, strategies and representations people use to solve problems, make decisions and learn new concepts” (Sternberg, 1986, p. 37). A systematic literature review presented by Lai (Lai, 2011) showed that the list of the components of critical thinking typically includes the following items: analysing arguments; making inferences; judging or evaluating, and making decisions or solving problems. However, the implications of CT to the online environment is a relatively new area of study, where the research of critical online reasoning performed by R. Shavelson and O. Zlatkin-Troichanskaya can be singled out (Shavelson et al., 2019). The next generation of standardised assessment is currently being developed and validated for the purpose of evaluation of CT on the various levels of education (Shavelson et al., 2019, Uglanova, Pogozhinz, 2021). These performance assessments use age appropriate complex realistic problem scenarios, thus, students are able to show their real life performance. These scenarios usually combine selected-response and constructed-response items and tasks, which allow students to show various aspects of CT within reasonable time limits.

In this study, we would like to present a new measurement tool for the assessment and evaluation of CT in the online environment among university students. CT is considered as a complex structure that includes a sequence of cognitive operations and a not domain-specific type of thinking, which can be developed and assessed in higher education. Based on the literature analysis, the critical thinking definition for purposes of our assessment was suggested - the ability to analyse statements, assumptions and arguments, build causal relationships, select logically correct and convincing arguments, find explanations, draw conclusions and form their own positions when solving problems in an online environment. It consists of three sub-components (more in full paper)

This measurement tool is made within the framework of the Evidence-centred design (ECD) approach (Mislevy, Almond, and Lukas, 2003). According to this methodology, the researcher should explore what behaviours or performances can reflect the construct. The tasks should be based on the evidence collected from the students’ behaviour and work products, which could make proper inferences about students’ level of critical thinking.

**Keywords** – critical thinking, analysis and synthesis, unconstrained online environment, psychometrics, computational behavioural science

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# “The Medium Is the Message” – Influence of Digital Media on the Questioning Behaviour in the Auditorium

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## Abstract

With the development of the voice-controlled AI, new communication channels have opened up, whereby the AI is perceived more and more as human-like. Against this background, we investigate a concrete and particular communication situation - that of knowledge transfer in the university learning context. We conducted an experiment with students in which we investigated their questioning behavior in three experimental settings. They could ask questions directly in the lecture, via an app, or to Alexa as a voice assistant. The questions were addressed either to Alexa or to the lecturer. We found that the intensity of the question and the character of the questions varied enormously depending on the setting. In particular, two results are significant: 1) The anonymity of the question via Alexa and the app leads to an increase in the number of questions asked. 2) While questioning Alexa, students searched for information and the lecturer questions for expert knowledge and personal backgrounds.

**Keywords** – Alexa, Voice assistant, Digitalization, AI, Education, Experiment

**Paper Type** – Academic Research Paper

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# Belief in Education for Addressing Digital Age Challenges and the Fundamental Attribution Error

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## Abstract

Education is often viewed as the elixir for addressing all kinds of societal ills. This is certainly true in the information age and the challenges posed by social media. PLATO, for example, is a prime example: This remarkable research program focuses on tertiary-level students and uses education as the tool to combat misinformation promulgated on the Internet. To be sure, students (as well as citizens more generally) need the intellectual, emotional, and motivational tools to be savvy and successful users of the Internet, at least to the limits of their capabilities. However, by focusing on the student (person), the goal of combating Internet challenges may be illusive. Such a focus is akin to a version of the fundamental attribution error where the people, educator or researcher tends to focus on, a student's competence, character, or personality in being duped by social media to while ignoring external situational factors outside of the student's (person's) control. In addition to considering how best to educate students and the public in using the Internet to obtain reliable and valid information, three other factors should be considered: the student's upbringing, the ecology in which learning via the Internet occurs, and the limits of human information processing.

**Keywords** – Digital Age, Fundamental Attribution Error, Student's Competence, Education

**Paper Type** – Academic Research Paper

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# Knowledge Sharing through Entrepreneurial Ecosystems

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## Abstract

This research analyses the relationship between knowledge and entrepreneurial ecosystems (EE). We conducted a systematic literature review. VOSviewer software supported the cluster analysis. NVivo 11 was used to analyse the words' co-occurrence. We drew a knowledge-sharing trajectory through entrepreneurial ecosystems and relations mediated by leading actors. We deeply revised entrepreneurial literature and proposed a conceptual model which maps relations through all main actors and knowledge flow in ecosystems. The model explains how some tenant anchor conducts startup interactions to accelerate multilevel knowledge replication inside and outside entrepreneurial ecosystems. We propose a theoretical report classified by significant figures, aspects, and relations. The thematic clusters indicate complementary theoretical perspectives: attributes, actors and stakeholders, subsystems, and other entrepreneurial ecosystems. We revealed fundamental discoveries that challenge the existing models' universal replication. Our findings suggest the knowledge path in the near field sharing mechanisms resulting in a new conception of traditional structures and relations used to make assessments, judgments, and decisions to assess opportunities for the new ventures' creation, survival, and development. This study contributes to entrepreneurial literature demonstrating knowledge sharing flow through entrepreneurial ecosystems, considering a holistic, dynamic, and multilevel approach. Additionally, highlight political and social contributions to include new emergent perspectives: resources' scarcity, structural and institutional gaps. This representation is the first knowledge management model applied to different contexts respecting their singularities. Finally, we recommend relevant trends for further research on new venture creation to maximise regional development.

**Keywords** - Entrepreneurial ecosystems; Knowledge sharing; Startups; Systematic Literature Review

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# Knowledge Management as a Booster for SME Resilience in Highly Dynamic and Disruptive Operational Contexts

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## Abstract

This paper argues that knowledge management activities can significantly contribute to an increase of the resilience in small and medium enterprises (SMEs). It shows how the knowledge management standards ISO 30401 and DIN SPEC 91443 relate to the international, resilience-related standards ISO 22316 and BS 65000.

Focusing on SME's characteristics in contrast to global and stock noted companies, reveals a long list of SME-specific limitations, which negatively impact their resilience in turbulent contexts. These limitations refer to their volume of financial resources, their ability to attract top talent, their ability to leverage state of the art technology, and their limitations to develop extra-firm networks needed to lower transaction costs and to establish trust. Most of these limitations can be overcome by larger companies, by utilizing scale effects, a shared brand and, by analogy, a shared boundary to the environment. However, all these factors require more knowledge and tangible resources than available for a typical SME.

The paper shows how knowledge management can support SMEs in achieving or increasing the competences associated to resilient organizations. This is accomplished by: analysing the level of compatibility and alignment between internationally-recognized standards, related to organizational resilience and knowledge management; and, providing guidance for further convergence of these management frameworks.

The results of a semantic analysis show a high degree of compatibility between the requirements for knowledge management and resilience. For SMEs aiming to become more resilient, it seems to be more effective for them to fulfill the requirements for a knowledge management system (ISO 30401), as most of the requirements of the standards for resilience (BS 65000 and ISO 22316) are covered as well. The Fraunhofer framework for resilience helps to operationalize the idea of resilience with a circular approach, covering phases to prepare for, prevent, protect from, respond to, and recover from disruptive events.

**Keywords** – SME, resilience, competence, ISO 30401, standards (max 5 words)

**Paper Type** - Practical Paper

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# Managing Knowledge to Enhance Fragile Territories: Resilient Strategies for the Alta Valsesia Area in Italy

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## Abstract

Italian Inner Areas are fragile territories, often offering only essential services and thus characterised by depopulation and degradation. The National Strategy for Inner Areas (SNAI) is a recent innovative Italian policy to counteract marginalisation and demographic decline by creating new employment circuits and chances of local development through territorial cohesion. In recent years, some public policies are working towards this final goal: for instance, the Law 158 of 2017 ("Measures for the support and enhancement of small municipalities") and its National Plan or the public call "Projects of cultural and social regeneration of small historic villages" (within the National Recovery and Resilience Plan), which promote projects for regeneration, enhancement and management of the cultural heritage in small Italian villages. Currently, also several research projects are carried on to study how to reactivate these fragile contexts: i.e., "Branding4Resilience (B4R)", which the paper refers to, funded in 2019 by the Italian Ministry of Education, University and Research. B4R involves four academic partners with the aim of investigating the potential of branding in four Italian inner areas, by proposing the implementation of minimal tourist infrastructures as an engine for the development of resilient territories and local communities. By assuming a knowledge management perspective, the aim of the paper is to propose a methodological approach, structured in five processes and a series of phases, aimed to explore fragile territories and to support the identification of some territorial resilience strategies. This approach was applied to the case of Alta Valsesia, located in the northern Piedmont (Italy), which is one of the inner areas studied within the "B4R Branding4Resilience" research project. By using different dimensions and sub-dimensions of analysis, a series of indicators and indexes were jointly analysed not only to support a first exploration of the territory potentials, but also to highlight territorial vulnerability and vibrancy aspects. Some first results, obtained from spatial and attribute queries in relation to the objective of developing new cultural-touristic infrastructures, supported the identification of the most fragile areas of Alta Valsesia, which deserve a particular attention and priority in funding enhancement strategies and actions.

On the basis of these results, a co-design workshop with local stakeholders and B4R research groups was organized to foster enhancement strategies, design actions/interventions and identify possible funding sources to guarantee their economic-financial sustainability.

**Keywords** – knowledge management, enhancement strategies, fragile contexts, inner areas, Alta Valsesia

**Paper Type** – Academic Research Paper

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# From Data to Knowledge by Exploring Weak Socio-Economic Contexts and Real Estate Market Dynamics: The Case of the Eporediese Area (Italy)

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## Abstract

Understanding the reasons why some areas are more attractive than others is strategic for all municipalities located in weak socio-economic contexts, which need new development opportunities to strengthen their economies and tackle the depopulation trends. Single or multiple factors can act as triggers or detractors in inner areas and fragile territories: one of these is the real estate market, which is strictly related to different social and economic issues. In order to identify adequate strategies, policies and actions, data and indicators from different sources must be jointly analysed. For this purpose, a five-phase methodological approach, based on a sequence of knowledge management operations, is proposed, so that an adequate knowledge base could support multiple analyses. Its application on the fragile of the Eporediese area (Northern Italy), consisting of 54 municipalities, led to the identification and collection of more than 35 indicators, to their organization in a GIS and finally to the utilization of this preliminary knowledge base for analytical purposes. Different statistical analyses were performed and interesting results achieved on the existing relationships between real estate market variables, the presence of urban services and the main characteristics of the population. In particular, property listing prices and the advertisements frequency emerged as key factors to be jointly considered with social vulnerability aspects. Moreover, results pointed out other interesting variables, such as the Digital Transformation Indicator and the Urban Development Indicator, to be further explored in future research developments. Also the current version of the GIS has to be further tested and extended by selecting and adding more variables and data from other data sources, with the aim of properly support local authorities, scholars and study centres in identifying, collecting, organising, using and sharing multi-level data.

**Keywords** – Inner areas, weak socio-economic context, real estate market, knowledge management, Eporediese area

**Paper Type** – Practical Paper

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# An Integrated Use of Decision Aid Tools to Organise and Communicate Knowledge in a Complex Socio-Economic Context

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## Abstract

DIKEDOC (Dispersed KnowledgeE: Describe, Organise, Communicate) is the acronym of a knowledge-based methodology that is applied to a confused set of knowledge pieces, from different sources, that risk vanishing, in order to pass from this state of dispersed knowledge to a dynamic synthesis, which is then translated into analytical models. The stimulus of this methodological proposal was generated from a question posed by one of the stakeholders involved in the long and complex decision process that resulted in the inclusion of the “Ivrea, industrial city of the 20th century” site in the UNESCO World Heritage List in 2018. The enhancement of the site is a complex process because buildings, urban areas and infrastructures in the site need important interventions, as well as the site inclusion in the WHL represents a great opportunity to reactivate the fragile socio-economic context of Ivrea and its surrounding municipalities.

This process is latent and its activation requires a new decision aid perspective to guide an incremental development of knowledge, to identify and control uncertainties and to foster relationships that can produce decisions.

A synthetic description of DIKEDOC is proposed in the paper. The dispersed knowledge to be used in the site enhancement process is presented, together with the conducted pilot study, which proposed a logical and analytical “description” of the space of action and its uncertainties, in relation to different policies and enhancement projects. Some comments on the pilot study and its results are synthesised in the conclusions.

**Keywords** – DIKEDOC methodology; Dispersed knowledge; Decision aiding; Ivrea UNESCO site

**Paper Type** – Academic Research Paper

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# Getting Phygital by Experiential Design Thinking

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## Abstract

Phygital realm is an ecosystem that consist of both physical and digital elements (devices, technologies, platforms) proposes holistic user/customer experience as a continuum of functional, economic and emotional values. Nowadays the novelty in the phygital domain, associated with continuous technology innovation, is the cause of lack of consensus around the phygital construct, its theoretical foundations. The paper research is focused on development of lean framework for capturing and validation business model hypotheses by entrepreneurial team of startup in phygital domain. Consider emerging research area, to gain theoretical insights, authors used a grounded theory approach, which was useful for analysing social phenomena. The authors developed "10 cubes" BM framework that allows phygital startups to test their hypotheses more efficiently with a simple user-friendly visual language. The study revealed the issue with effective management phygital user/customer experience. The authors proposed new building block "Phygital user/customer experience" in the "10 cubes" BM framework and "7 I" phygital startup guidance to improve their user/customer experience.

**Keywords** – Phygital, User/customer experience, Experiential design thinking, Entrepreneurship, Business model, Startup

**Paper Type** – Academic Research Paper

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# Competitiveness Context of Remote Work in Tourism: Generation Z Preferences and Development Trends

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## Abstract

The youth segment represents a consumer group of the future. The understanding of its preferences presents a platform for the creation of innovative accommodation products that merge remote work and tourism stays in foreign destinations. The youth consumers profile under the new situation caused by the COVID-19 pandemic changes and technological innovations enable a higher level of productivity and support creative processes that produce new products and new competitiveness. The “new normal” adopts remote work for a large number of scientific and professional occupations, as well as educational processes as a widely acceptable model of work and study.

The methodology includes scientific analysis of the potential for affirmation of the youth consumer segment and its preferences. The research was conducted using questionnaires with combined questions put into three groups, using demographics, preferences, Likert based questions and open-ended questions that directly explored the values of the respondents. The Chi-squared test explored the predicted importance of the institutional support for the formation of innovative offer competitiveness as well as pricing strategies, namely the readiness of consumers to pay more for the accommodation facilities that provide workspitality offer. The methodology, supported by creative thinking techniques, impacts the formation of conclusions, which point to new scientific knowledge.

The research results in a scientific and practical understanding of the organisation and innovation of receptive offer, namely in accommodation offer in tourist destinations. The adjustment to the new demand preferences targets competitive advantage and business results for providers as well as satisfaction and further development of consumer preferences. The research results of tourism demand preferences impact the formation of scientific knowledge in the area of organisation of accommodation offer by recognising the key elements that present competitive advantage. The findings point to the conclusion that the youth segment of tourism demand should learn about new travel & work possibilities, “workspitality” offer, so education related to both demand and offer organisation is important for the success of innovative solutions and organisational contexts.

**Keywords** – Remote work, Digital Nomadism, Tourism accommodation offer, Tourism demand

**Paper Type** - Academic Research Paper

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# Agrifood 4.0: Assessing the Impact of Digital Technologies in Family Business

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## Abstract

During the 21st century, digital technologies have developed exponentially, leading society to experience a fourth industrial revolution. One of the sectors most affected by the Digital Transformation is the AgriFood sector, traditionally not very inclined to innovation, revolutionized not only in terms of improving efficiency but also for the realization of responses to new food safety requirements. Within AgriFood sector several changes and innovations are affecting the management of the entire Supply Chain (production, logistics, etc.) where the combination of tradition and innovation still implies certain challenges today. The research analyses how digital technologies such as mobile computing and big data analytics are innovating the sub-chains of bakery products and pasta within agrifood sector with reference to the activities related to customer interactions, delivery and marketing during the Covid-19 pandemy.

Moving from a critical literature review about the perspectives of digital technologies within the tradition of Agrifood sector, an action research has been adopted to analyse in deep a case study of the start-up "ArteBianca Delivery" located in south Italy. Insights about the digital transition realised through the adoption of methodology for assessing the level of digital maturity of companies defined Digital Maturity Model (DMM) is presented to support the digital innovation of companies belonging to more traditional sector. Finally, the development of a KPI - Key Performance Indicators tool applicable when measuring the performance of start-ups has been developed to support decision-making of family business entrepreneurs.

**Keywords** – Agrifood 4.0; Digital Transformation, Entrepreneurship, KPI, Action Research

**Paper Type** – Academic Research Paper

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# ESG Factors as Opportunities for Change and Resilience

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## Abstract

**Purpose:** Therefore it follows that companies today live in a business landscape that requires them to be more resilient, imaginative, intuitive and flexible. Organizations are challenged to face the growing complexity, turbulence, unpredictability and changing competitive environment. Competitiveness follows the new trends dictated by the market from the ecological transition to digitalization. To survive, businesses must invest in these directions and with the support of institutions and the banking system. **Design/Methodology/Approach:** This document analyzes the literature on access to credit and to bring to the attention a particular business case that, having implemented ESG criteria, has improved its ratings and its creditworthiness towards the banking system. **Finding:** At the moment, limits of research are represented by the scarce analysis methodologies and the storage of information on ESG, as well as the lack of uniform regulation. **Originality/Value:** This study provides new information on the effects of a company policy oriented towards an eco-sustainable business.

**Keywords** – ESG; financing; resilience; credit risk

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# Evidence Use as a Tool for Knowledge-Based Decision Process

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## Abstract

Despite considering ourselves to be in the Knowledge Society, in practice there are gaps in the use of evidence. Specifically, it appears that there is a waste of use of this valuable resource for making wise policy decisions, which lead to actions that respect sustainability and human rights.

This article presents an exploratory literature review that aim to identify relevant publications around main concepts around Evidence Use. We identify four main thematic areas: 1) Link Science and Policy; 2) Evidence architecture; 3) Clear communication, Trust and Collaboration and 4) Evidence Use and Knowledge Governance. Those knowledge areas will be the building blocks of an evidence chain model.

This review is a project starting point that aims to build a conceptual model. This model will be validated and refined, to support knowledge-based decision and wise action process at health context.

**Keywords** – Evidence, Research, Knowledge-based decision, Governance, Exploratory Literature Review.

**Paper Type** – Academic Research Paper

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# Fostering Open Innovation in Digital Platforms in Post-Pandemic Era: An Updated Framework for more Effective Collaboration with Customers

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## Abstract

COVID-19 quickly pushed organizations towards challenges they could never have imagined. However, the crisis should represent a period of substantial business building and innovation. The immediate signs of this are already visible, including overnight digital transformation, making the most of data, and virtual customer engagement. In this current socio-economic context, in which organizations face growing innovation challenges, the ability of resilience is even more required, and it becomes more and more linked to the open collaborative innovation process, above all in digital platforms. In particular, organizations should leverage the ability to observe any change in the consumers' collaborative attitude caused by the pandemic and to proceed with an adaptation of the platforms accordingly. This work aims to contribute to this literature gap. After reviewing existent literature developed in open innovation and digital platforms domains, a conceptual framework is elaborated. The proposed model suggests that any organization should monitor the impact that Covid-19 has had on the collaborative attitude of consumers, in order to foster open innovation process. In particular, it creates a link between the effects of the pandemic on the main reasons that push towards consumer participation and collaboration in digital platforms and the consequent and necessary remodelling of the platforms themselves.

**Keywords** –Open innovation, digital platform, customer collaboration.

**Paper Type** – Academic Research Paper

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# Stakeholder's Engagement in Value Co-Creation Process in a Post Covid-19 World: Shaping the Future of the Hospitality Industry

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## Abstract

The Covid-19 outbreak has caused profound implications for companies operating in the so-called “high-touch industry”, where the experiential aspect plays a key role. To adjust to the new reality, new social forms that focus on value co-creation approach are needed (Ratten, 2020). This requires a more effective use of entrepreneurial passion aimed at alleviating social uncertainty due to the crisis by underlining the value derived from collaboration and shared practices (Bacq et al. 2020). This means to put attention on innovation and entrepreneurship that includes social value co-creation, in a logic of stakeholders' engagement. Accordingly, the purpose of this study is to investigate on the ways to incorporate more social value co-creation and entrepreneurial approach to crisis management in hospitality industry during, but above all, after the Covid-19 pandemic.

Social value co-creation is especially important for the hospitality industry because the survival and growth of hotels largely depend on creating and offering unique and tailored experiences for their customers. In this light, hotels that focus on social value co-creation and customer experience outperform competitors and report higher revenues (Roy et al. 2018). To reach the purpose of this research, this work proposes a conceptual framework based on the value co-creation behaviour and its main components. The study reveals how a critical situation such as the current pandemic leads hospitality companies to search for novel solutions taking into consideration the eco-system in which they play, focusing particular attention on the social value co-creation processes. The contributions of this study are twofold. As for the theoretical side, this study provides a conceptual framework based on social value co-creation and social entrepreneurship to put in evidence the need for stakeholders' collaboration and collective action by integrating social purposes into daily activities carried out in the hospitality industry. Furthermore, it lays the foundations on finding the correct evaluation for new concepts of marketing in the hospitality industry to increase perceptions of future experiential intentions in a post Covid-19 world. From a practical point of view, this study will benefit marketers in the hospitality industry and provide them with an opportunity to understand how to create an environment that makes customers feel like social value co-creators of the overall tourist experience.

**Keywords** – stakeholder engagement, value co-creation, hospitality industry.

**Paper Type** – Academic Research Paper

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# Does B Corp Certification Improve Financial Performance Stability? An Analysis on Italian Certified B Corps

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## Abstract

Over the last decade, B Corp Certification arose as a new business opportunity, an alternative to traditional ones and aimed to offer a new approach to managing sustainability issues. This certification attests that a business meets high standards of verified performance, accountability, and transparency on factors from employee benefits and charitable giving to supply chain practices and input materials. Empirical evidence in this domain is divergent, highlighting in some cases how B Corps' willingness to pursue non-economic goals could undermine the financial performance of these entities. However, pursuing a more significant public benefit may improve legitimacy and stakeholder relationships, improving financial performance. Accordingly, this work tries to shed light on this divergent evidence, exploring the relationship between the B Impact Scores and firms' financial performance. We apply a cross-sectional study using an Ordinary Least Squares (OLS) approach to verify how non-economic goals affect B Corps financial performance, testing the five single dimensions of the B Impact Score and the impact of the overall assessment. We consider all the 169 B Corps operating in Italy, referring to the B Lab directory. Empirical findings denote that the overall assessment does not impact B Corps financial performance, whilst some dimensions of the B Impact scores are positively related to firms' financial performance. This research fits the stakeholder management research field, investigating how additional and non-financial disclosure regarding sustainability issues improves stakeholders' relations and firms' reputation capital. Our main contribution is to adopt for the first time a quantitative approach in the context of the Italian B Corps, pointed to verify whether additional efforts to meet social and environmental instances are financially rewarded. We have only selected spin-offs with at least one academic member on TMT and which have been started in a university.

**Keywords** – Corporate Social Performance; Corporate Financial Performance; Sustainability; B Corps; Social Impact Assessment

**Paper Type** – Academic Research Paper

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# Sustainable Assessment for Credit to Agricultural Firms: A Bibliometric and Systematic Review

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## Abstract

For an agricultural firm (AF), being sustainable is a complex challenge that requires both a strategic vision and a transition to the Sustainable Development Goals (SDGs).

In a high-risk scenario, the adoption of sustainable business models (SBMs) can generate significant effects on the AFs' economic performance. In particular, SBMs can stabilize production, reduce the default risk for AFs and, lastly, minimize the probability of credit rationing by the banking system.

Firms' difficulty in accessing credit lines arises from the new supervisory banking rules aimed at stimulating banks to adopt credit disbursement and monitoring procedures, inspired by the principles of soundness and prudence.

Contextually, a new form of credit known as "microfinancing" is emerging in the agricultural sector. It is characterized by short-term loans and low transaction costs and it is practiced by Micro-Finance Institutions.

Through a bibliometric and systematic review of the literature, this study aims to map the state of knowledge on the lending strategies adopted for AFs, focusing on the sustainable development perspective. Specifically, two complementary analyses were conducted based on a database search that followed the systematic review protocol, with support from VOSviewer and R softwares. From the keyword co-occurrence analysis, it emerged that the most debated topics are related to the AFs' sustenance and are focused on developing countries. The findings highlight growing attention to the topic of sustainability in the 'access to credit' strategy for AFs, but also poor information about a potential indirect role that Political & Governmental Institutions can play in the spreading of sustainability practices in the agriculture sector.

However, the literature is still mainly founded on the economic pillar of sustainability, focusing almost exclusively on the profile and performance potentials of AFs.

In addition, there is scarce evidence of the impact that sustainable practices have on both profiling activities by financial intermediaries and the risk profiles of AFs. These topics could be explored in future research.

Despite some limitations, the study illustrates the state of the art of the nexus between access to credit and sustainability in the agricultural sector, providing useful ideas to fill the gaps in the literature and discover future research trends.

Lastly, the implications of this analysis could support researchers, policy makers, and managers to build suitable strategies for the whole agri-food supply chain, ensuring sector resilience.

**Keywords** – Sustainable Development, Agricultural firms, Financial Intermediaries, Credit Risk Assessment, Creditworthiness

**Paper Type** – Academic Research Paper

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# Inventory Management for Perishable Products: A Review of the Recent Trends (2017-2020)

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## Abstract

Inventory management represents one of the main criticalities that companies have to deal with, since it contributes to determine the match between supply and demand; an efficient and optimal system surely represents a competitive advantage in today's dynamic market. This issue, however, is further complicated when products to be managed are perishable (e.g., food, beverages, medicines, flowers etc.), meaning they can be deteriorated or become obsolete. This peculiarity generates a niche segment of inventory management research, which is that of inventory management for perishable products, characterized by a limited period during which the products can be sold or consumed with profit, which corresponds to their shelf-life. This is the topic of the present manuscript, whose aim is to provide a literature review of 164 scientific documents published between 2017 and 2020 and targeting this issue. Both descriptive (i.e., temporal and geographical distributions and type of research) and contents-related (i.e., keywords analysis) parameters are investigated for this sample of papers, showing a growing trend with a prevalence of analytic models developed. Issues related to sustainability turned out to be emergent topics.

**Keywords** – Inventory Management, Perishable Products, Literature Review.

**Paper Type** – Academic Research Paper

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# Data Analytics for Food Quality Communication in the Era of Agri-Food Supply Chain Digitalization

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## Abstract

The agri-food system is facing numerous challenges in recent years, which impact significantly on the companies' production and profitability. Meanwhile, the consumer evolved, becoming increasingly aware of sustainable food and nutrition choices to safeguard the health. This transformation resulted in the creation of a new target market, which demands to intercept the needs of providing intelligible information associated to the food product. This paper aims of supplying empirical and procedural guidance on this strategy, which is feasible as a result of the digitisation of the agri-food supply chain and technological solutions of the Industry 4.0. It investigated how the use of analytics techniques can improve efficiency in agri-food supply chain data sharing by enabling companies with the quality description of the food product. To this aim, a reasoned procedure was proposed: starting from raw data collected by IoT sensors, several analytics were processed, through mathematical operations that considered the complexity of the data itself and the frequency of measurement. The analytics were converted into a quality scale that classifies the intervals of the variable into quality categories of increasing order. Finally, the analytics and qualitative scales were combined to obtain an overall indicator of product quality. The studied procedure was therefore applied to a case study, by including an Apulian (Italy) company involved in organic olives production. Results of this study represent a way for agri-food companies to increase their awareness on digitalization strategies, focusing on how technologies, big data and analytics could provide insights to increase operational efficiency and consumer communication and how a completely transparent data-driven approach towards the customer could foster new management approaches.

**Keywords** – Supply chain digitalization, Analytics, Food quality, IoT, Qualitative ranking

**Paper Type** – Academic Research Paper

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# Lean and Digital Strategies in Healthcare Management: A Framework

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## Abstract

Lean and digital strategies are increasingly being applied to the healthcare context. To explore the potential of using lean principles to improve healthcare management, this paper defines two frameworks for applying lean and digital strategies to improve healthcare organizations. The chosen research methodology for deriving these frameworks is the literature review, carried out on the Scopus database. Furthermore, given the critical role of knowledge management in healthcare organizations, this paper can help improve knowledge about the way hospitals can be managed in pandemic periods and more in general, on how to improve efficiency of healthcare facilities. Propositions for future research directions are suggested.

**Keywords** – lean strategies, healthcare management, literature review, framework, information technology, knowledge management

**Paper Type** – Academic Research Paper

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# Digitalization in Healthcare: The State of Art in I.R.C.C.S.

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## Abstract

Health systems face many challenges. New technologies are believed to be a solution to these problems. The digitalization of the health care system plays a significant role in improving health care, as well as in planning and financing health services. However, addressing these issues with the digitalization of health care will involve the correct use of technologies. Health systems, be they big data or artificial intelligence tools for the surveillance, planning and management of "personalized data" in the form of universal electronic recording systems and personalized treatment protocols.

Digitalization therefore represents one of the most effective responses to the growing pressures to increase the quality of health ecosystems while reducing their costs. ICTs offer opportunities to reconcile the ability to leverage current resources with the ability to move away from them to explore new and better ways to deliver value.

In a strategic value-building perspective, the healthcare organizations decided to develop knowledge-sharing strategies by encouraging knowledge codification with the help of Information Communication Technology (ICT).

ICT provides a wide spectrum of tools and means to facilitate value creation.

On these premises the paper analyzes implementation and use of ICT tools like the EMR and EHR in Italian public and private health care sector, analyzing the state of the art in the dissemination of these applications within the Italian healthcare context.

**Keywords** – Healthcare, Information and Communication Technology (ICT), Digitalization, Strategic Knowledge, I.R.C.C.S., Italy

**Paper Type** - Practical Paper

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# Lessons and Insights from Managing Crisis: Evidence from EU Pharmaceutical Sector

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## Abstract

Crisis management for the Covid-19 epidemic is unquestionably an emergent issue. It also taught us several lessons about how to prepare for future crises. When it comes to the healthcare industry, the need for urgent discussion as well as innovation to address the issue takes precedence. Over the last two years, there has been a high crisis in emergency drugs, scarcity of drug ingredients, and patients have become helpless in the fight against the coronavirus disease all over the world. The European Union (EU) was the central hub of this tragedy, and the EU is mobilizing all available resources to assist member states in coordinating their national responses, which includes providing objective information about the virus's spread, effective containment efforts, and measures taken to repair the pandemic's economic and social damage. The research explains pharmaceutical business models and tools that can help businesses respond to emergency situations. A systematic literature review was conducted, and a list of bibliographic notes is mentioned in the reference section of the paper, where future research ideas can be found.

**Keywords** - Crisis Management, Pharmaceutical Business Model, Determinants, and PRISMA Framework

**Paper Type** - Academic Research Paper

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# Innovation Ecosystems and Sustainability: Towards a Conceptual Framework

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## Abstract

Innovation has significantly contributed to the growth and development of society in the 20th century. In addition to innovation, sustainability is another topic widely recognized as fundamental for a company's competitiveness, regardless of the industry it belongs to. Even if sustainability has often focused on environmental concerns, it is a three dimensions concept, namely: environmental, economic and social (World Commission on Environment and Development, 1987). Thus, also in developing innovation, companies have to take into account the three above-mentioned dimensions. Moreover, innovation is often considered a comprehensive system that interacts closely with the surrounding environment, and the literature refers to this system with the term "innovation ecosystem". A new challenge for innovation ecosystems is represented by the demands for sustainable development in environmental, economic and social dimensions. Notwithstanding the growing interest in these topics, the extant literature is still fragmented, and a comprehensive analysis is missed. To address this gap, this paper aims to propose a conceptual framework. In order to reach this objective, we adopted a two-steps methodology (i.e., a literature review based on a bibliometric and a keywords analysis approach, and exploratory case studies). The results of the first phase showed that companies' investments in R&D, the type of innovation developed, the issue of sustainability and the degree of "openness" are closed linked elements. These theoretic findings have been validated by a multiple case study conducted on a sample of 26 Italian-based companies operating in different industries. As a further result, several research avenues are reported as distilled from the analysis.

**Keywords** – Innovation ecosystem, Sustainability, Collaboration, literature review

**Paper Type** – Academic Research Paper

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# Is Cultural Heritage a Trigger for Civic Wealth Creation? Some Methodological Issues

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## Abstract

This paper addresses the topic of the regeneration of historic villages and small towns. It is part of an ongoing research project questioning if and how cultural heritage can be a trigger for civic wealth creation. Building on the previous literature on urban regeneration, we deem that in such contexts the mobilisation of cultural resources could be pivotal for the development of a ‘culture-based economy’. Meanwhile, putting the community at the centre is fundamental to maintaining the vibrancy of a local area and implementing regeneration projects based on CH. We deem a promising solution for historic towns’ resilience and development is to activate processes of CWC, i.e., the creation of social, economic and communal endowments that benefit local communities and allow these communities to be self-sufficient, therefore, generating positive societal change and sustainable impact.

In an attempt to question if and how CH can be a trigger for Civic Wealth Creation in small historical towns, our paper contributes to contextualising the CWC framework proposed by Lumpkin and Bacq in 2019 by identifying other key stakeholder categories and providing evidence and rationale for their inclusions.

**Keywords** – civic wealth creation; cultural heritage; participation; sustainable urban regeneration; UNESCO; NVivo qualitative analysis

**Paper Type** – Academic Research Paper

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# Digital for Real: How Digital Storytelling Contribute to Real Audience Engagement and Participation

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## Abstract

Digital technologies provide an excellent leverage of innovation in the cultural sector, as they can provide unprecedented opportunities for audience development and engagement. The Covid-19 pandemic emergency has exacerbated these opportunities, as digital tools allowed to break down physical, cognitive and economic access barriers, reaching out to isolated communities, and to provide a tailor-made cultural offer for people with special needs. At the same time, the Covid-19 pandemic has exposed the fragility of the business model of most small and medium-sized museums and cultural organisations (SMMs). Against this background, the present study is aimed at unveiling how digital transformation could act as a strategic shift and profound organisational change for SMMs: rather than focusing on a single digital cultural initiative, it is strategic to assume a broader perspective that includes the organisations but also spreads beyond to include their cultural ecosystem. The study relies on a qualitative approach, and it offers an in-depth case study of the digital participatory storytelling platform #iziTRAVELSicilia and of a selected SMM that initiated a digital storytelling project as a part of a broader digital strategy. Through personal interviews with the stakeholders that compose the ecosystem of #iziTRAVELSicilia and of the International Puppet Museum, the paper reveals how new technologies and global free platforms can help small museums to fill their gap in digital communication by engaging local communities, provided that a proper process of digital transformation is conceived and enacted.

By emotionally engaging people in the co-creation of app content, the #iziTRAVELSicilia project highlights the strategic importance of innovative free tools in promoting cultural heritage and it clearly offers insights to policy makers on the possibility for defining territorial promotion strategies. These results show that, although some museums have been able to invest resources to increase and improve their online activity, small and medium-sized museums have small teams, often with limited knowledge, skills and capacities to use innovative digital tools, and limited financial resources; consequently, they have many difficulties to put in place specific online services and/or activities (e.g. virtual tours, streaming activities or searchable catalogues, AV/VR experiences, or use of social media), unless they are for free and simply to create.

**Keywords** – digital technologies for culture, hybrid cultural consumption, small and medium-sized museums, digital cultural ecosystem, participation, audience engagement

**Paper Type** – Academic Research Paper

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# Building Smart Communities in Health Care Sector: The COVID-19 Mobile Applications

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## Abstract

The COVID-19 pandemic is radically changing the national and regional health systems. Technological innovation represents a solution capable of solving some of the key points of the pandemic emergency, specifically the speed of response, the need to maintain social distances and support for patient autonomy. In recent years, the potential of the new paradigm called "Internet of Things" (IoT), and its applications in the healthcare sector, has attracted the attention of scholars, practitioners and policy makers (Atzori et al. 2014, 2017; Dhanvijay and Patil, 2019).

The application of IoT has allowed the introduction of digital technological solutions capable of responding to the new cost containment and social challenges that the healthcare sector is facing.

Mobile health (M-health) represents the most promising IoT applications in the healthcare sector. In fact, during the lockdown that the COVID-19 pandemic imposed, medical visits were reduced to limit face-to-face contacts. M-health technology have enabled healthcare professionals to continue delivering healthcare services by monitoring patient parameters, providing timely medical care or information.

The impact of the implementation of the IoT in healthcare has gained more and more attention in the academic and industrial world. Kai and Ahmed (2013, pp. 1016-1020), point out that the combination of M-health and the Internet of Things (IoT) can make life easier for patients and doctors.

The growing number of smartphones allows for a rapid spread of health monitoring apps. The spread of this combination of M-health and IoT has ignited the academic debate on the creation of a smart community in the health care sector. Giorgini (2006) identified the main players in M-health: User/Patient, hospital, doctor, Health Authority (HA), Medical Information System (MIS). In this study, we consider M-health technology a mechanisms of knowledge transfer. This study aims to provide an overview of the smart community concept in healthcare, focusing attention on mobile applications (M-Apps) used during pandemic period. In order to achieve this, this study is based on qualitative and deductive approach. This aims to build the theoretical premises regarding smart community in health sector and E-health innovation, with particular reference to Mobile applications (M-App). This phase was set up as a definition of a theoretical framework that allows us to understand how to analyze the phenomenon being observed. In the second part, a taxonomy of the M-apps created and used by the Italian regions as a support tool for the emergency from COVID-19 is reported.

**Keywords** – Smart community, COVID-19, E-health Innovation, mobile Application (M-app); knowledge sharing

**Paper Type** - Academic Research Paper

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# Reducing the Complexity of Green Technology Adoption: A Semantic Network Analysis Approach<sup>1</sup>

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## Abstract

The global population is facing significant socio-political, economic, and environmental challenges, in part due to periodic crises occurring around the world, caused by natural events and anthropogenic actions. Therefore, people are exposed to different information concerning, for instance, climate change, global warming, technological advances, and their impact on society.

The Internet and the availability of online high-quality data sources present a real opportunity to understand how people are being made aware of new energy solutions and their advantages for environmental sustainability and energy conservation. In this scenario, analyzing online news, social media platforms like Twitter, or search volume data (like Google Trends) becomes particularly relevant. Indeed, as shown by studies on media priming (Bryant & Oliver, 2009) and network models of memory (Anderson, 2013), these sources have a strong impact on public sentiment and people's behavior.

Here, we focus on online news, to understand societal awareness and media importance of aspects related to the energy transition. Our methods and tools allow an evaluation of the media discourse and the identification of barriers and opportunities for green technology diffusion and social acceptance (Fronzetti Colladon & Grippa, 2020).

In particular, we combine methods and tools of text mining and social network analysis to assess the semantic importance of Energy-Related-Terms (ERTs) using the Semantic Brand Score (SBS) indicator (Fronzetti Colladon, 2018). The SBS is made of three dimensions: (i) prevalence, (ii) diversity, and (iii) connectivity. Prevalence identifies the frequency of appearance of ERTs in a discourse and evaluates their visibility. Diversity measures the heterogeneity and uniqueness of an ERT's image (Fronzetti Colladon & Naldi, 2020). Connectivity represents the brokerage power of ERTs, i.e. their ability to link different discourse topics.

Results show trends in semantic importance of ERTs and their conveyed image. Among ERTs, we look at, for example, renewables, storage technologies, and energy communities. Our outcomes provide important insights that can help in the definition of new communication strategies for improved implementation of green technologies. Moreover, our approach allows for continuous monitoring of media importance trends of energy transition topics.

The SBS approach is applicable in a variety of energy-related settings, potentially with the aim of supporting the diffusion of new standards, policies and energy saving practices. The same methodology can also be applied to identify information gaps, which may be reduced through improved media coverage.

**Keywords** – energy transition; complex systems; semantic brand score; semantic network analysis; text mining

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# From KB Innovations to KB Competencies: The Data Scientist in Healthcare

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## Abstract

Within the healthcare setting, knowledge management would result in better addressing the patients' needs, enabling greater efficiency in diagnosis and research activities, and improving the decision-making process. One of the main assets that could be used to ameliorate delivery of services, quality, and efficiency performance, through an analysis of data and evidence (Alsunaidi et al, 2021), is represented by use of big data, generated at hospital level, that if accordingly handled, could support the management of complex situations. The success of big data in healthcare sector, depends also on the skills, competencies and expertise of the professionals that are demanded to acquire, manage, process data and extract knowledge from them, known as Data Scientists.

Due to the current lack of a dashboard of specific skills and competencies devoted to such innovative professional role, the present paper aims to structure and validate a shared framework required to cover this role in the healthcare sector, based on the scientific literature on the topic and specific needs directly derived from real practice.

For the achievement of the above objective a multi-methods approach was used, with the development of a 3-stage study design. At first, an in-depth examination of potential Data Scientist skills and competencies was conducted, by reviewing literature evidence, university undergraduate and graduate international courses, and examining job postings (Stage 1). Secondly, a synthesis of the main skills and competencies was produced, with the creation of a structured framework (Stage 2). In conclusion, a specific survey was conducted by involving 125 healthcare professionals, to gather their perceptions on the relative importance of the specific skills and competencies collected in Stage 1 and in Stage 2, thus defining the main assets leveraging on the proper introduction of a Data Scientist in any healthcare organization (Stage 3).

The proposed framework identified three main categories of skills and competencies (i.e. Technical ones, Business & workplace-related, Soft and other personal skills) and related items of interest.

This study represents a first attempt to rationalize the fragmented body of knowledge deriving from different stream of literature on the Data Scientist topic, focusing on the healthcare sector, validating their importance and related prioritization, thus offering theoretical and practical implications,

**Keywords** – Knowledge management, big data, data science, data scientist, healthcare sector

**Paper Type** – Academic Research Paper

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# Integration of the Intellectual Capital in the Healthcare Organizations: The Case of the Lazio Region Local Health Units

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## Abstract

Healthcare Organizations can be identified as contexts that can be defined as highly “knowledge-intensive”, both because of the peculiar characteristics of the personnel working in them, who are highly specialized, and because of the quality of the services provided. When we talk about Intellectual Capital within the Public Administration, the health sector proves to be among the least investigated, with the consequent lack of a reference model for the presentation of variables and a clear awareness of the criticalities found in the representation of this concept in such complex organizations. For this reason, the following research focuses on the content analysis of the Corporate Acts of the Lazio Region Local Health Units (ASLs) to analyse the impact of Intellectual Capital on Organization performance, specifically by resorting to key indicators identified concerning the three dimensions of Intellectual Capital (relational-individual-internal). The study aims to propose insights on IC for all public settings, both health and non-health, to integrate better the Intellectual Capital employed and help stakeholders understand the topic better.

**Keywords** – Intellectual Capital, Healthcare Organizations, Corporate Acts, Public Sector, Roman, Local Health Units

**Paper Type** – Academic Research Paper

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# Investigating the Role of Knowledge Management on Lean Implementation in Healthcare: A Survey in Italian Hospitals

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## Abstract

During the last two decades, lean healthcare has received increasing attention from both researchers and practitioners because it plays an imperative role in quality and safety clinical process improvement. Although there is much evidence of the positive results of the paradigm implementation at the micro level, only in few cases the methodology is implemented at meso level or improvements are observed at organizational level. Among the main factors leading to the failure of meso implementation is the lack of widespread knowledge of lean tools and concepts within the organization. The lean implementation process at the meso level requires high efforts to manage the transfer, sharing, integration, and transformation of lean knowledge within the organization. Thus, many researchers have positively assumed knowledge management (KM) as a critical success factor of lean sustainability and meso implementation. Although, the relationship of KM and lean sustainability has gradually become a hot topic, few scholars have investigated this issue in the healthcare sector. Based on the key characteristics of the implementation process, this article aims to bring out the relationships between lean tools, KM and lean sustainability in a hospital setting. In particular, by using structural equation modelling, an in-depth exploration of how the KM system mediates between lean tools and lean sustainability is conducted in Italian hospitals. Results provide some relevant insights for hospitals applying the lean paradigm: KM is a critical success factor in disseminating and sustaining lean methodology and lean knowledge degree is strongly influenced by the use of lean tools.

**Keywords** – Lean healthcare; Lean tools; Knowledge management; Structural equation modelling

**Paper Type** – Academic Research Paper

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# Some Empirical Reflections on the Figure of the Chief Knowledge Officer (CKO) in Universities

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## Abstract

The Chief Knowledge Officer (CKO) and knowledge workers play a fundamental role in setting and implementing the university's knowledge agenda, but they are not a relevant subject for discussion in the scientific community.

In order to try to reduce this gap, the aim of the research was to verify the existence or not within the Italian universities of the CKO figure. The purpose, specifically, is to examine, through a survey through the institutional sites of a sample of Italian universities, the existence or otherwise of the CKO figure and how it carries out its activities.

The survey was carried out through the acquisition of documentary information found on the internet. The activities carried out by the various universities were taken into consideration through the analysis of their websites. The analysis, in particular, was conducted by examining the first no. 39 state universities present in the Censis ranking of Italian universities.

The main results showed that the figure of the Chief Knowledge Officer is not present in the survey sample studied, consisting of 39 universities. Although it was possible to find, within these analyzed universities, the presence of two offices in two different universities that deal with knowledge management, it is not well understood, specifically, whether their activities are attributable or not to those of the CKO.

**Keywords** – Knowledge Management; Universities; Chief Knowledge Officer

**Paper Type** – Academic Research Paper

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# Open Innovation as a Knowledge Prospecting Catalyst for PPP Projects

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## Abstract

Public-Private Partnerships (PPPs) are projects that require knowledge from different areas and the integration of multiple actors, organizations and public institutions. The cooperation of public and private sectors and the strategical networks on PPPs strengthens the Open Innovation (OI) approach in these projects as a knowledge prospecting catalyst. The purpose of this research is to advance the level of PPPs projects by integrating the OI and PPP approaches. The aim is to evaluate the impact of OI practices on the performance of PPPs in Brazil's highways. This study was tested through a questionnaire survey applied to specialists in projects of PPPs highways in Brazil. The findings can have profound impact on these projects by evidencing the OI practices that more impact each performance analyzed and can be prioritized by managers, entrepreneurs, investors, policy makers and public administrators.

**Keywords** – Public-Private Partnership (PPPs), Knowledge, Open Innovation Practices, Management of complex projects, Performance

**Paper Type** – Academic Research Paper

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# Sustainable Business Model in the Cultural Tourism Industry

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## Abstract

As one of the fastest growing industries in the world (R. Baggio, 2013), Tourism is a key player in sustainable development (Serra and Jakulin, 2006). Consistent with their role in the global economy, international and regional governments require organizations to transform the way they conduct their business towards sustainability outcomes (Chofreh et al. 2017). Specifically, firms are called to evolve the classic way of business, towards a model in which to develop, according to collective needs such as environmental and social sustainability (Meda, 2018) results consistent with the expectations of its stakeholders (Luthra and Mangla 2018). The present work, through an empirical survey conducted on several case studies with the combination of quantitative and qualitative data (Gummesson, 2017) useful to investigate the business models used by the parties involved, highlights the considerable development of business realities related to the tourism sector, specifically the sea, linked to sustainable business models. The selected firms, although they have little capital, staff and, in some cases, even experience, strong of their link with a territory with high environmental value, show a growth almost stable over time, despite the difficulties presented by the global pandemic crisis. The sustainable business model of these firms is also distinguished by the digital innovation component. The use of digital technologies, and in particular social media, such as Facebook and Instagram, the website, and the possibility of booking online (in four cases out of five), it's an essential tool for addressing what appears to be the target audience: foreign tourism.

**Keywords** – cultural tourism, slow tourism, sustainable business model

**Paper Type** – Academic Research Paper

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# The Application of Blockchain Technology for Sustainability Innovation: A Bibliometric Analysis and Mapping Study

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## Abstract

The adoption of new technologies for sustainability innovation is a theme of current interest in the scientific literature. In particular, the role of blockchain technology is gaining significant attention. Despite its recent introduction, a large number of publications have been produced on the topic. The aim of this paper is to provide a quantitative review of contributions on blockchain for sustainability innovation. The method of bibliometric study including performance and keyword co-occurrence analyses was used. The results show the performance of articles, authors, journals and countries in terms of productivity and citations, and a mapping of the intellectual structure of the research field. This work provides scholars with a comprehensive view of publications on blockchain technology and sustainability, facilitating the understanding of how to contribute to the advancement of research on this topic. For practitioners, this work provides an overview of the most important and current research findings from which to gain insights into techniques and strategies that best suit the implementation of blockchain in their organisations for sustainable goals.

**Keywords** – Blockchain, sustainability, innovation, bibliometric analysis, mapping study

**Paper Type** – Academic Research Paper

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# A Service Innovation Approach to Foster Sustainability within HEIs

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## Abstract

The study moves from the need to depict the role of universities in furthering sustainability and sustainable development goals in society (Purcell et al., 2019) starting from the set of entangled relationships linking Higher Education Institutions (HEIs) with local businesses, government agencies, students, the civil society, and international partners. The relevance of HEIs in such a domain is also mirrored in their communication and reporting efforts (Lozano, 2011).

This paper focuses on the identification of the main drivers and barriers that HEIs encounter in their increasing attempts to implement sustainability-oriented strategies, policies and initiatives. The chosen approach relies on service innovation to the extent that such concept can provide HEIs with the necessary support to stimulate the development of sustainability-related strategies and activities. Indeed, universities play a relevant role as collector of knowledgeable actors and innovators in the social context in which they are embedded (Gallouj et al., 2018).

The research questions guiding our study highlight the core aspects of the debate concerning universities as catalysers of sustainability in multiple domains. The analysis conducted for the study is based on mixed method methodology, combining qualitative and quantitative data gathered from semi-structured interviews and two surveys on a broader sample of deans and academics across European HEIs.

The outcomes of our study are expected to contribute to the advancement of knowledge concerning the depiction of sustainability-oriented policies and strategies to be adopted by HEIs. Such results help to combine the need for innovative solutions in terms of the service provided in the field of education and research, with the increasing interest in service provision towards the private sector, the civil society, and the governmental institutions.

**Keywords** – Sustainability innovation, higher education, service innovation

**Paper Type** – Academic Research Paper

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# A Human Resource Analytics Dashboard to support People-Centred Organizational Transformation

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## Abstract

Human Resource (HR) analytics (or people analytics) includes a large family of methods and applications aimed to analyse people-related data and build robust and effective HR-centred organizational processes. The development of HR analytics is a relevant trend, of major interest for scholars and practitioners, and this is particularly true in the post-pandemic scenario, characterized by growing volatility, uncertainty and complexity. Such conditions are requiring organizations to increasingly put human resources at the centre of their resilience building and transformation processes. Advanced intelligence and decision support capabilities are crucial to build people-centred organizations, and new theory contributions and practitioner advancements are thus needed to provide robust conceptual frameworks and real-life applications. In such endeavour, we present HUMANWISE, an integrated HR analytics system providing analytics tools to support workforce status monitoring, competence re-allocation and development, and predictive analysis. We adopt an interdisciplinary and multi-dimensional approach and a mixed research process, which includes a systematic review of literature on HR analytics and a design science and group model building activity, aimed to involve key stakeholders in the conceptualization and development effort. We describe the conceptual architecture of the HR analytics system, with key design choices in terms of data input, processing and output. Next, we formulate a set of corporate scenarios and an illustrative dashboard to generate decision support functionalities for company managers and provide them with insights useful to build more robust HR-centred transformation plans.

**Keywords** – Dashboard, Digital Transformation, Human Resource Analytics, Human Resource Management, People-centred Management

**Paper Type** - Practical Paper

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# Knowledge Integration for Innovation in Small Knowledge-based Firms

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## Abstract

In this paper, an attempt has been made to develop a better understanding of the challenges of knowledge integration (KI) within the innovation process in knowledge-based SMEs. Using four case studies, we investigated how knowledge integration may be managed within the context of innovation in technology firms. Four distinct tasks emerged in the knowledge integration process, namely team building capability, capturing tacit knowledge, role of KM systems and technological systemic integration. We suggest that managing KI in knowledge-based SMEs can be best managed by focusing on these four tasks, which in turn will lead to innovation. We have placed particular focus on identifying the challenges of knowledge integration in technology firms in relation to three aspects of knowledge management activities, namely knowledge identification, knowledge acquisition and knowledge sharing. We provide evidence to show a rather complex interaction of factors which are both internal and external to the firm. The four tasks of knowledge integration offer practical insights of how knowledge can be integrated within innovation process.

**Keywords** – Knowledge Integration, Knowledge-based Firms, Knowledge Management, Innovation, New Product Development.

**Paper Type** – Academic Research Paper

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# Mobilizing Unused Technological Knowledge for Activating Innovation Ecosystem: Learning from Japanese Case

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## Abstract

Companies spend lots of time and cost for developing new technologies and granting the results as patents, but unfortunately it is often the case that many of them are dormant being unused. The purpose of our study is to examine the effect of the Licensable Patent Information Database (LPID) in Japan, an open web system which can be used freely by companies, universities and public research institutions, on the performance of patent distribution and matching agreement between potential licensors and licensees based upon empirical analysis combining questionnaire survey and case study. From the analysis of the questionnaire survey, it was found that the number of matching agreements mediated via LPID was quite limited: as much as 90.8% of the companies registering their patents in LPID did not have any agreement at all. Examining the result more carefully, we found that the number of inquiries, a premise of the agreement, was also limited: 77.0% of the responding companies had no inquiry from outside. In order to explore the reason why inquiries and agreements were so limited, we conducted regression analysis. As a result, it revealed that past experience of in-house implementation and trial production based upon patented technology affected significantly the number of inquiries. The presentation and publication of the technology also gave positive impact on the number of inquiries. These findings suggest that the limited number of inquiries and agreements is not due to the open web system itself, but the content of information posted in the system.

A complementary case study on patent transfer and licensing in a successful local government in Japan well illustrated the plausibility of such findings. The local government staffs called “patent distribution coordinators” often visit large companies, potential licensors, as well as SMEs, potential licensees, to understand the existence of licensable unused patents in the former and the needs of accepting technologies in the latter. They insist that it is almost impossible to find effective patents and transfer them to other companies without continuous face-to-face communication. Especially, it was difficult to grasp implicit needs of potential licensees in the web-based matching system, and therefore a direct human network should be prerequisite.

With these findings, we induced some practical implications for R&D and innovation managers of the firm as well as theoretical implications for advancing the study in the field of innovation management.

**Keywords** – unused technological knowledge, innovation ecosystem, open innovation, Japanese case, empirical analyses

**Paper Type** – Academic Research Paper

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# Measuring Spread and Intensity of Use of Knowledge Management Practices in Companies and Supply Chains

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## Abstract

**Purpose.** Recently, there has been a progressive shift of focus from the traditional intra-firm view of knowledge management (KM) to an inter-firm perspective, which has become increasingly relevant especially in the context of supply chains (SCs). So, knowledge, which is a critical resource of companies, must be managed properly not only in single companies but also across SCs for the success of business for all the companies involved. The literature does not yet offer a clear picture of what KM practices are or how they can be specifically used especially in inter-firm contexts. In addition, their level of diffusion and use has not been well addressed so far. This study aims to contribute to fill this gap by investigating which KM practices are adopted in SCs, measure their intensity of use, and compare the adoption level of inter-firm vs. intra-firm KM practices.

**Design/Methodology/Approach.** A survey of a sample of European manufacturing firms was conducted. Two measures were used: “degree of spread (DoS)” to know how many firms adopted a specific KM practice, and “intensity of use (IoU)” of each practice.

**Findings.** The study confirms that many KM practices are used but with a very different spread and intensity. A lower use of KM practices generally regards the inter-firm than the intra-firm level. Also, firms use less intensely those practices which are popular in the KM literature.

**Originality/value.** The study provides insights into an increasingly important but still underexamined issue, namely, the spread and intensity of use of inter-firm KM practices in comparison with the intra-firm use. The findings also support practical efforts to develop KM programs by improving the awareness of business managers and consultants and can be useful for designing KM courses targeted to current and future business managers.

**Keywords** – Knowledge management practices, Spread, Intensity of use, Inter-firm relationships, Supply chain

**Paper Type** – Academic Research Paper

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# Making Public Administrations Reflect on Digital Transition: The Approach of the DIGISER Project

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## Abstract

Digital innovation of public services has overcome the technology-driven phase and entered the technology-enabled phase towards organisational and governance transformation. This shift offers PAs several opportunities to improve decision-making and orient policy action, but also to engage in profoundly transformative processes affecting -among the others- organisational structure, culture and behaviours, processes, employees' requirements and abilities, information systems and technological infrastructure.

The present study starts from the assumption that to seize this transformative opportunity, public administrations (PAs) are required to engage in reflection and learning processes, both at the individual and the organisational level. Also, it assumes that these processes need to take place at all levels and across multiple sectors and organisational units. Relying on the preliminary results of the ESPON Project DIGISER ([espon.eu/DIGISER](http://espon.eu/DIGISER)), this study analyses how the exposition of participant cities to the Project and its conceptual and analytical frameworks can set the ground for reflection on their digital and organisational transformation and practices. In particular, this paper illustrates the methodological approach and tools developed, focusing on the activities revolving around an extensive survey about digital service innovation carried out in 250 European Cities. In addition to the survey itself, the study illustrates visual and narrative tools developed to give feedback to participants, highlighting their potential in terms of reflection drivers. The contribution then discusses to what extent (i) filling the survey allowed a better understanding of the digital innovation process and its relation with existing organisational structures; and (ii) the critical reading of the results contributed to triggering reflection and raising awareness among the respondents.

Evidence gathered during the data collection shows that completing the survey has required the identification of respondents from different sectors and with different levels of skills and responsibilities, thus confirming its potential in activating reflection on the survey topic and supporting cross-silo interactions and knowledge sharing. Also, exposure to the survey and to its results has improved respondents' awareness about the organisational structure, opening up to new collaborations and enhancing situational awareness among PA employees. Finally, the experiment carried out shows a high exploratory potential, as it proved able to support reflection on new envisioning about public service design and provision. Even if further testing is required to corroborate these preliminary reflections, the illustrated methodological approach has promising profiles in terms of its ability to support reflection on digital transformation processes within PAs.

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<sup>1</sup> DIGISER Project Officer, Mr. Gauk is not responsible for the reflections illustrated in this paper. He contributed to conceive DIGISurvey as a learning tool.

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# The Knowledge Diffusion in a Triadic Supply Chain Unit: A Multiple Case Study Analysis

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## Abstract

Numerous articles demonstrate how supply chain models have evolved, affecting their organisational configurations, goals, and natural relationships between suppliers and customers. Today's supply chain is a multi-objective system traversed by numerous resource flows, but the behaviour of knowledge flow within the supply chain is not entirely understood. Numerous previous contributions have concentrated exclusively on relationships with clients and first-tier suppliers (FTS), with little or no attention paid to relationships with second-tier suppliers (STS). This article proposes a hybrid model for comprehending the process of knowledge diffusion within a triadic relationship between the customer, FTS, and STS. The model is based on two major approaches to these problems that have been proposed in the literature: Analytic Hierarchy Processes and Fuzzy Set Theory. We can determine how the triadic relationship can account for knowledge diffusion through the supply chain by examining a sample of 18 supply chains. More precisely, the research establishes a taxonomy that elucidates the role and behaviour of FTS throughout the supply chain. Numerous FTSs were identified and classified in four distinct areas. From the proposed taxonomy, this research suggests implications for customers and suppliers and delineates further additional research.

**Keywords** – channels of knowledge diffusion, knowledge management, supply chain management, triadic relationship.

**Paper Type** – Practical Paper

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# Diversity Attitudes and Sensitivity of Employees and Leaders in the German STEM-Sector

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## Abstract

The increasing diversity of cultural backgrounds shapes modern working life. On the one hand, this diversification offers potential for a more elaborated information processing. On the other hand, diversity of migration status and age has been shown to be challenging for individuals, due to intergroup hostility, prejudices, and difficulties of intercultural communication. Current research thus focusses on the interaction of employees with different cultural heritages, as well as on their intergroup attitudes and competences. Thereby, leaders have been shown to shape the way diversity is considered in their teams in a top-down process. However, their perception of diversity as well as related challenges and chances are poorly investigated. The current paper thus aims to contribute to the understanding of leader's perspective on and role in diversity-management. Building on a comparative qualitative study with sixteen employees and twenty-two leaders. The overall research questions are how employees and leaders perceive cultural diversity from their specific point of view, which experiences are likely to contribute to their opinion on and perception of diversity and in how far do employees and leaders differ in these aspects.

The results show that employees are aware of the topic of diversity in general but have poor competences in dealing with diversity in their daily working life. This seems to be associated with lack of experience with intercultural interaction and a lack of support from the respective organizations/leaders. Leaders are rarely aware of this lack of support. The results indicate that leaders' experiences with cultural and age diversity, their identification with the company and previous diversity measures in the context of the companies' policy towards diversity seem to be relevant for the formation of leaders' attitudes. As a consequence, most participants focus on the question whether they do or do not want diversity within their teams and companies, while they actually fail to perceive the diversity that is already there.

**Keywords** – Diversity, STEM Sector, Discrimination, Culture, Migration Background

**Paper Type** – Academic Research Paper

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# Roles of Digitalization and Knowledge Sharing in Organizational Resilience Modeling during the Covid-19 Pandemic: Evidence from French Companies

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## Abstract

This research aims to study the nature of the relationship between digitalization and organizational resilience (OR). Further, it examines the role of Knowledge Sharing (KS) as mediator of digitalization and OR relationship. To investigate the conceptual framework, a quantitative approach has been adapted using Smart PLS 3.0. Based on the analysis of 264 valid responses using the Structural Equation Modeling approach (PLS-SEM), results showed that digitalization has a significant and positive impact on OR. KS was found playing significantly a mediating role in the relationship between digitalization and OR.

Furthermore, company size and years of experience were found to be significant moderators in the modeling of OR. Finally, findings showed that coefficients of determination of KS and OR were augmented based on unobserved heterogeneity analysis.

**Keywords** - Digitalization, Knowledge sharing, Organizational resilience, Dynamic capabilities, Fimix-PLS

**Paper Type** - Academic Research Paper

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# Collective Intelligence and Highly Structured Groupwork: Engineering Team Success

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## Abstract

Corporate organizations are not what they once were. The advent of the information age and explosion of the Web have brought sweeping changes to the way businesses pursue profit. One such change—the marked increase in the use of teams—has attracted a great deal of attention among scholars and management practitioners alike. As numerous empirical studies and popular press articles have lauded teams for bolstering innovation, creativity, and productivity, businesses across the globe have embraced groupwork, touting it as critical to organizational success. But despite the rosy picture painted by the dominant discourse surrounding teams, the harsh realities are that (a) teams vary wildly in their effectiveness, and (b) team-related conflicts are a major source of stress in the workplace. In this paper, I explore one dimension of the dominant discourse of teams—that adults can manage workplace conflicts without supervisory intervention. More specifically, I examine a few of the ways that that discourse impacts teams, team members, and their willingness to share knowledge. I also draw on two important streams of research from the fields of psychology and education to suggest alternative methods of conceptualizing and structuring modern day teams with an eye toward helping organizations to access, more fully, the vast stores of knowledge which each team member has to offer.

**Keywords** – teams, interpersonal conflict, collective intelligence, jigsaw, social sensitivity

**Paper Type** – Academic Research Paper

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# Industry 4.0 and Human Resource Management: Towards Increasingly Knowledge-Intensive Companies

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## Abstract

In the Industry 4.0 context, an effective knowledge management becomes fundamental for companies in order to exploit potentials of automation technologies (AI, IOT, Cloud computing, new robotics, etc.). While in the operational and management processes the role of ICTs has been long explored in literature, the specific contest of Human Resource Management has not been fully explored yet.

In other words, since Machine Learning-based AI can create new knowledge, that can learn through socialization, an interesting question is to what extend new technologies can support the acquisition and dissemination of “living knowledge” throughout the organizational structure.

Our study contributes to the debate about this important topic by means of an original research methodology that has been able to reach three results First, to point out which organizational variables of HRM are most affected by the introduction of Industry4.0 technologies and practices. Second, to highlight the qualitative impact that companies could expect from the technological transition towards industry4.0 in the HRM practices. Third, to give practical evidence about which results the introduction of Industry 4.0 technologies can give in effectively supporting the knowledge acquisition and dissemination.

**Keywords** – Industry 4.0, Human Resource Management, Intellectual capital, Knowledge-intensive companies

**Paper Type** – Academic Research Paper

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# The Role of Industry 4.0 Enabling Technologies in Circular Economy Practices: Towards the Triple Bottom Line of Sustainability

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## Abstract

Sustainability and Circular Economy (CE) concepts have acquired a crucial role in the global economy. In addition, climate change has become one of the dominant issues today, and companies are under pressure to comply with national governments regulations. Studies, that examine the role of digital technologies that supports companies in the transition from a linear economy to the CE are therefore, highly needed. However, while contributions in both fields have increased, there is a scarcity of research that systematizes the literature and clarifies the relationship between the Industry 4.0/Industry 5.0 technologies and CE. To achieve this aim, we perform a systematic literature review of a sample of 98 articles and define a categorization of technologies supporting CE and taxonomy of barriers to the adoption of technologies in circular models.

**Keywords** – circular economy, digitalization, Industry 4.0, Industry 5.0, sustainability

**Paper Type** – Academic Research Paper

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# Amazon Vendor Flex Model: A Business Strategic Alliance for Sustainable Development

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## Abstract

Global economic development cannot be dissociated from global warming and sustainability concerns. The existence of supranational institutions such as the United Nations favour the process in the sense that they can share their vision, which is both global and inclusive. Nevertheless, the ultimate actions are undertaken by economic actors, such as companies and consumers. On the companies' side, sustainability issues have been identified on second, third and more upstream suppliers. The responsibility in dealing with sustainable issues of their suppliers can be attributed to the companies, so the role of multinational companies such as Amazon is clearly very relevant. They possess the financial and technological means to generate a positive impact on the sustainability of their suppliers. A possible way to handle it is by implementing strategic alliances between the company and its suppliers. This is the rationale under the Vendor Flex model of Amazon, in which we focus in this research. The Vendor Flex model is based on the use of Amazon's technology and labour to make a better use of supplier's assets, while providing a better service to Amazon's customers, especially in high demand seasons, such as Black Friday or Christmas. At the same time, mileage of merchandise transport is reduced, allowing Vendor Flex model to have a positive impact in sustainability. However, as any other strategic alliance, Vendor Flex has several issues in terms of governance, that are dealt with in this research.

**Keywords** – business model, SDG, low-carbon supply chain integration, sustainability collaboration, case study.

**Paper Type** – Academic Research Paper

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# Open Innovation and Sustainability: A Winning Symbiosis

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## Abstract

In recent years, sustainability has become a priority on governments' agendas due to the need to reconcile economic growth with environmental and social sustainability objectives. The United Nations has identified 17 fundamental objectives to be achieved by 2030 to orient the action of governments and society. Regarding the role of the private sector in achieving sustainability goals, scientific literature suggests that through Open Innovation and Sustainability Oriented Innovation practices, companies can successfully develop sustainable innovations. Despite the efforts of researchers, however, the contribution that the private sector can play in achieving these goals remains unclear. Referring to the 17 UN goals, this study aims to help to bridge this research gap, analyzing how OI and SOI practices implemented by companies are utilized to achieve sustainability objectives. Furthermore, this study aims to identify the themes and areas on which companies' efforts are concentrated and to analyze how the involvement of different stakeholders leads to the achievement of multiple sustainability objectives. To summarize the contributions of different disciplines and provide comprehensive results, a thorough literature review has been performed. Results show that business efforts are focused on a few key areas. In terms of the 17 UN development goals, the contribution of businesses is mainly about goal no. 7,8,9,12 and revolves around three main themes. The first concerns economic sustainability and includes investments in R&D activities, the development of new products, and better management of energy resources. OI and SOI practices are used to involve supply chain partners and users and reduce the risks and costs of such projects. The second theme concerns environmental sustainability, in terms of waste and emissions reduction through the use of recyclable materials and renewable energy sources. Engaging government entities and research organizations through OI practices can help businesses comply with laws and regulations. The third theme concern social sustainability: through the involvement of external actors' companies can help define more sustainable production and consumption patterns. Ultimately, this study advances the understanding of how OI and SOI practices are used by companies to pursue sustainability objectives. From a practical perspective, it is suggested that companies could play a more central role and achieve better results by adopting a broader and long-term perspective, including sustainability objectives in their strategy.

**Keywords** – Sustainability Oriented Innovation, Open Innovation, Triple Bottom Line, sustainable development goals,

**Paper Type** – Academic Research Paper

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# **Biomass – A Resource for Sustainability? A Literature Review of Business Models**

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## **Abstract**

The research on business model innovation in certain business energy sectors is limited. This paper, which reviews the business model literature in the biomass energy sector, identifies trends as well as challenges and complications in the use of biomass.

We used seven data bases to search for relevant international, peer-reviewed research on business models and biomass. In our initial database search, we identified 287 relevant articles published in the years 1990 to 2020. After elimination of duplicate articles, we had a collection of 170 articles. We used Zotero software to refine our search. After application of our criteria, 146 articles remained. Further analysis reduced our review to 95 articles that had a theoretical focus on business models and biomass.

Our review presents various data for the articles including author affiliation by country, article publication date, article title, journal of publication, journal impact factor, country of empirical data, unit of analysis, research methodology, and topics addressed. Additionally, our review reveals trends (e.g., research/practice challenges and implications) in the study of business models and the biomass energy sector as reflected in the reviewed articles.

To our knowledge, this is the first literature review of peer-reviewed journal articles on business models and the biomass industry. By limiting our final review to the 95 theoretical articles we identified, we provide researchers and practitioners with sources of recent discussions and analyses on the trends, challenges, and implications related to the use of biomass in energy production.

**Keywords** - Business model, value building blocks, biomass, literature review

**Paper Type** - Academic Research Paper

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# Employee Adaptive Work Behaviour in Abrupt and Unplanned Change: Insights from Knowledge Workers Move to Remote Work during Covid-19

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## Abstract

In the increasingly dynamic and unpredictable work context the employee ability to adapt to change is critical for both individual and organizational renewal and performance. Despite the abundant research on both, incremental and rapid, planned, and unplanned change, scholarly knowledge on employee adaptive behaviour in unplanned and abrupt changes caused by external factors is scarce. In this paper we study how employees adapted to remote work during Covid-19 crisis i.e., situation where the change is unplanned, organic, and unmanaged. Based on our inductive qualitative study we identify three diverse types of adaptive behaviours: reacting, developing, and transforming. We also provide our first insights into differences. Our study is based on this data collection effort and, more specifically, on 22 interviews with individuals in Finnish private and public organisations. We contribute to the research on employee adaptability at work and coping in the unplanned and disruptive contexts.

**Keywords** – Knowledge workers, unplanned change, employee adaptive behaviour, remote work

**Paper Type** - Work-in-progress - Please do not share or cite without authors permission

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# Role of Business Analytics in Managerial Decision Making: A Systematic Literature Review

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## Abstract

Organisations continue to invest in business analytics to improve their ability to make decisions that help them generate competitive advantage. However, all organisations do not manage to realise the value potential of business analytics. One of the explanations suggested for this is that organisations developing their business analytics capabilities tend to focus on tangible resources, such as data or technology, and overlook the human skills and intangible resources, such as data-driven culture or organizational learning (Gupta & George 2016). Using systematic literature review and content analysis, this study investigates how tangible, human, and intangible resources are addressed in business analytics literature. It identifies three prevailing themes within recent literature and makes conclusions on the role of business analytics in terms of managerial decision making.

**Keywords** – decision making, business analytics, analytics capability, firm resources

**Paper Type** – Academic Research Paper

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# Future KM? Exploring Future Knowledge Management Research Topics through Co-Creation Creativity Workshop

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## Abstract

The objective of this study is to advance understanding on the future knowledge management research directions through collective academic creativity. Specifically, drawing from collective creativity research and futures research, we developed an online workshop method and implemented it among Knowledge Management Team members at Lappeenranta Lahti University of Technology (LUT University). While the online workshop was a tentative and experimental one, scholars involved experienced it as a welcome initiative for common dialogue concerning a mutually important topic. The workshop revealed a clear need for collaboration and integration of knowledge and debate about the role of knowledge management in the fast changing and ambiguous global environment even within a single research institute. This paper contributes to knowledge management research by paving the way for the future knowledge management research agenda by providing both methods to foster collective creativity among scholars and reporting ideas for future knowledge management research directions developed by the LUT University's Knowledge Management Team.

**Keywords** – Knowledge management, Collective creativity, Co-creation, Creativity techniques

**Paper Type** – Academic Research Paper

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# Semantically-Driven Knowledge Modelling for the Business Ecosystem

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## Abstract

The digital world and its complex interactions create new challenges for the Digital Enterprise. The knowledge required for human activity in the value creation is fragmented and dispersed across systems which in their turn are not normalized, siloed and inconsistent. The disconnection of the knowledge and business context render the results obsolete, due to the high pace of changes in our societies and behaviours. In this paper we present a general framework to enable knowledge modelling that relies on the semantics of natural language in order to ensure sustainable data governance for the entire business ecosystem. Our proposal based on the Data Excellence Science is to provide a new vision, method and mechanics for knowledge modelling that enables semantic driven communication between humans and machines.

**Keywords** – Semantic Meta Model, Business Ecosystem, Knowledge Modelling, Controlled language verbatim, Human-machine interaction

**Paper Type** – Academic Research Paper

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# Intellectual Capital and Firm Performance: A Systematic Literature Review of the Key Drivers and Enabling Factors

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## Abstract

A quite recent, emerging intellectual capital research stream has established theoretical foundations and provided empirical evidence on how different key drivers and enabling factors, such as the firm's complementary resources and capabilities, can help to drive the relationship between intellectual capital and firm performance. The objective of this study is to establish a state-of-the-art understanding on the role of these key drivers and enabling factors that affect the relationship between IC and firm performance. This is done by systematically reviewing the empirical IC literature published in peer-reviewed academic journals between January 2000 and January 2022. The results of this study suggest that there are four main categories of the key drivers and enabling factors, which explain why some firms can transform their IC into firm performance and some firms cannot, including knowledge management, dynamic capabilities, IC-friendly organizational culture and climate, and the diversity of firm performance measures. Based on these findings, this study provides managerial implications on how firms can transform their IC into firm performance, and paves way for future research areas that have been left untouched.

**Keywords** – Intellectual capital, firm performance, key drivers, enablers, literature review

**Paper Type** – Academic Research Paper

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# How an Insourcing Manufacturing Strategy and a Doing-Using-Interacting (DUI) Mode of Innovation Was Used to Gain Competitive Advantage

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## Abstract

The “knowledge distribution power” of the innovation system helps us to understand how and why innovation occurs. In this study we show how an SME implemented a strategy of insourcing & innovation to achieve sustainable competitive advantage and compete with the dominant market leaders. Specifically, our research shows how this family run automotive trailer manufacturing business in Busto Arsizio, Italy, accessed knowledge from universities to enable it to secure advanced manufacturing technology with a Doing-Using-Interacting mode of innovation (DUI) to gain competitive advantage. We identify an internal innovation process that captures the relevant specific Doing-Using-Interacting phases. This study contributes to the stream of literature on DUI innovation, specifically to Trott and Simms’ (2017) study.

**Keywords** – Doing-Using-Interacting (DUI); Competitive advantage; Insourcing; ‘knowledge distribution power’

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# How to Deal with Dynamic and Huge Information Dependency in Industrial Marketing Strategies

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## Abstract

Due to the dynamic nature of the market ecosystem, businesses must constantly think and plan ahead to stand a chance of surviving. Companies must keep track of their competitor's offerings and adapt to their customer's altering needs and criteria to stand out. Thus, the importance of Marketing for any business. This paper compares Industrial Marketing and customer-oriented marketing from an information dependency point of view through a field investigation. Our focus will be on industrial marketing and its need for information. We highlight the textual information dependency and the lack of decision support systems based on the knowledge extracted from textual data. A novel ontology approach is proposed to enable Information Analysis for Industrial Marketing.

**Keywords** – Industrial Marketing, Knowledge Engineering, Ontology, Textual Knowledge Discovery

**Paper Type** – Academic Research Paper

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# Social Business Incubators: Evidence from Senegal, Uganda and Cameroon

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## Abstract

Even though some studies have analysed incubators in developing countries, only a few have analysed incubators in Africa. However, developing countries need entrepreneurial endorsements. Nevertheless, the attention on social and economic aspects in developing countries is relevant. To better understand it, this work aims at establishing a link between incubation and its social dimensions by answering the following Research Question: How can the social engagement of incubators be categorised in Cameroon, Senegal and Uganda? To answer this Research Question fifteen incubators in Cameroon, Senegal and Uganda were interviewed. In conclusion, this study proposes a new taxonomy on the social engagement of incubators through their support on projects and people. We explain that incubators in developing countries may be identified as Social Business Incubators. The results also explain how the incubators' procedures and sponsorship are related to this categorization.

**Keywords** - Incubators, Africa, Developing countries, Social Business Incubators

**Paper Type** – Academic Research Paper

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## Resilient Project Management

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### Abstract

The faculty of Innovative Technologies of the University of Applied Science of Southern Switzerland (SUPSI), started in January 2022 a study focusing on setting a snapshot of the current situation and assessing the maturity of organisation and project management with respect to the topic of resilience.

The study has been based on a structured online google survey that will be sent via email to a selected target working in companies located in Switzerland and Italy and operating in different sectors, whose size will range from small, mid-size to large, including both local and global organisations. Former SUPSI project management graduates were also invited to participate in the survey.

The aim of the entire study is to take a snapshot of the current situation and assess the maturity of project managers and organisations with regard to the issue of resilience. In particular, we want to know which practices are already implemented by organisations and which are the most critical and difficult to manage.

In addition, it is intended to start raising awareness among the entities focused on, of the importance of this component of project management.

The faculty of Innovative Technologies of the University of Applied Science of Southern Switzerland (SUPSI), as a training and research Institute, will therefore be able on one hand to define courses or study programmes to fill these gaps; on the other hand, to continue to disseminate information and useful content on the subject in order to increase the awareness of organisations related to the importance of resilience in project management.

**Keywords** – Project, Management, Resilience, Organisation, Change

**Paper Type** – Academic Research Paper

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# Jazz and Management: Jazz as a Metaphor for the Management of the Third Millennium

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## Abstract

What can jazz and management have in common? At first glance, an unusual combination appears. Management recalls the concepts of organization, management, control, planning. Jazz immediately evokes creativity, energy, an unpredictable and sometimes disordered flow of notes. As much as they may seem like two very distant universes, jazz and management share many more aspects than we can imagine. In an era in which change, flexibility and innovation are the pillars that guide the development of organizations, jazz can provide interesting stimuli and food for thought to management, presenting itself as a suggestive metaphor for the organizational dynamics of the companies of the third millennium.

The great complexity, turbulence and uncertainty that characterize our time require organizations to redefine their approach to management. In a chaotic and unpredictable context, managers will have to know how to make quick and effective decisions, creating the future based on the interpretation of fragmented and incomplete information, instilling courage in their collaborators, encouraging them to be innovative. This is what jazz musicians do: they learn by experimenting, they develop new solutions without any guarantee of the result, trusting in their own technical skills and those of the members of the group. Managers and jazz musicians share the same mission today more than ever: to abandon a certain degree of control and build the future by continuously shaping new ideas.

**Keywords** – Innovation, complexity, creativity, improvisation

**Paper Type** – Practical Paper

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# Gratitude and Multi-Business Model Innovation – How Can Gratitude Increase the Innovative Competences?

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## Abstract

Speed, effectiveness, efficiency and learning in multi-business model innovation are vital for gaining competitive advantage and even surviving in global business model ecosystems. However, the challenge is: How can businesses influence the participants and teams in these processes to stay and increase their multi-business model innovation competences, capabilities and appetite?

This paper investigates how gratitude can influence participants in multi-business model innovation processes; more specifically, how gratitude as a tool and method can stimulate and strengthen the participants' competences to stay engaged in the multi-business model innovation process. Gratitude techniques and exercises are very practical and easy to work with and end up with the same state of mindfulness as yoga, meditation and other techniques.

The research is based on psychological theory on gratitude as a positive emotion linked to other positive emotions such as joy, creativity, optimism, passion and recognition. The research shows how gratitude in a multi-business model innovation process can have an effect on the output, the level of quality and the individual's performance in the working process. Moreover, it shows that the individual's mood, wellbeing and social relations in the teams improve when working with innovation processes. Finally, the paper discusses ways of measuring gratitude and positivity by means of, for instance, AI and face recognition, and self-assessment.

**Keywords** – Gratitude, gratefulness, positive emotions, innovative competences, multi-business model innovation (MBMI) process.

**Paper Type** – Academic Paper

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# Hackathons as Jam Sessions for the Jazzer Organisation: Insights on the Interplay between Leadership and Followership

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## Abstract

This study investigates how managers and entrepreneurs can learn about the interplay between leadership and followership from jazz musicians. The jazz metaphor is no stranger to management, with application in several fields such as organisation theory, innovation and leadership. The finest expression of jazz occurs during the "jam sessions", described as relatively informal musical events where jazz musicians play improvised solos using different tunes and chord progressions. To "jam" means improvising music without extensive preparation or predefined arrangements and often without knowing the other participants in advance. One of the most distinctive yet overlooked features in jazz improvisation occurring in jam sessions is the practice of taking turns soloing and supporting, switching between leading and following. In jazz, leadership is an activity that is shared among the group, with individuals taking turns according to their skills or the demands of the environment and the moment. Several scholars have argued about the need for novel approaches to tackling the "grand challenges" of our volatile, uncertain, complex, ambiguous (VUCA) times, which need new leadership and coordination mechanisms. Like jazz musicians, future managers and entrepreneurs will need to develop confidence in interpreting vague cues, processing incomplete knowledge, facing unstructured tasks and unprecedented problems, and yet taking action. The literature has not yet investigated the strategies and routines for the operationalisation of creative and shared leadership, and we believe that the metaphor of jazz could offer interesting insights. The purpose of this study is to identify the codes and conventions that might allow members of an organisation or team to promote creativity by switching between moments of leadership and others of followership. Furthermore, we wish to investigate how this skill might be trained and stimulated. The study is organised as follows. First, we start with observing the jazz world through participant observation in jam sessions and interviews with jazz musicians. Second, we model practices and patterns of jazz, and we report our insights and findings to the world of management, providing contributions to both research and practice. Third, we discuss the role of challenge-based initiatives such as hackathons, which share several similarities with jam sessions, as promising platforms for managers and entrepreneurs to improvise, experiment and nurture creative and shared leadership, just like jazz musicians do through their unique jams.

**Keywords** – Leadership, Innovation, Co-creation, Jazz, Hackathon

**Paper Type** – Academic Research Paper

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# Research and Innovation Performance of Western Balkan Countries

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## Abstract

The Western Balkan region, despite achieving evident economic progress, is still significantly less developed compared to European average, in terms of per capita income and labour productivity and lags behind developed Europe in the intensity of research and innovation activities, but also in the quality of education and quantitative educational outcomes.

Aim of this study is to investigate impact of lower research and innovation potentials to the economic growth of Balkan countries. In order to examine the causal relationship between GDP and variables which define the level of innovation development, the Granger-causality test based on the estimation of VECM and VAR models was performed on the panel data sample of 36 European economies and time frame from 2014 to 2019 (annual data). The results show that relationship between GDP and employment in knowledge intensive sectors do exist, but in only one direction. Changes in employment in knowledge intensive sector will have impact on the change of GDP value, but the GDP change will not have significant impact on the value of the number of people employed in the knowledge intensive sector. Relationship between GDP and R&D expenditure in the business sector is present in both directions. Relationship between GDP and R&D expenditure in the public sector indicate obvious relationship between those two indicators also. Relationship between employment in knowledge intensive sectors and R&D expenditure in the business sector indicate strong relationship between those two indicators in both directions. Relationship between employment in knowledge intensive sectors and R&D expenditure in the public sector, according to the results, identifies the impact in only one directions. It has been showed that the changes in the R&D expenditure in the public sector will impact the change in the number of employees in knowledge intensive sectors. Relationship between R&D expenditure in the business sector and R&D expenditure in the public sector does not exist. The study shows that relationship between GDP and tertiary education is not identified either. This raises the importance of the quality of education.

**Keywords** - Research, Innovation, Quality of Education, Granger causality (VECM and VAR)

**Paper Type** - Academic Research Paper

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# Uninformed, Misinformed or just Ambiguity-Averse? At the Root of the Students' University Choice and Implications for Policy

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## Abstract

In this exploratory study, we track beliefs, preferences, knowledge and information-search strategies of high school students in their final year leading to university enrollment. Namely, labor markets and societies of the modern world are presently troubled by skill-mismatch problems and rising numbers of unemployed and inactive graduates, with significant negative financial and public consequences. While macro indicators seemingly point out a generalized problem, recent analyses pinpointed the issue as being significantly specified by differential under- and over-supply of graduates from specific fields. These results have prompted us to explore the actual decision-making process behind the choice of degree program. We have construed a tailor-made survey to investigate awareness, choice sets, determinants and locus of choice behind this important decision.

Our results, while reiterating the complexity of this research object, point out significant difficulties and inconsistencies students and their families face in this pivotal choice. First, ever-growing availability of information is not mirrored by enhanced quality of students' knowledge neither by the level of their awareness of available curricula. While schooling decisions may depend on individual's joint expectation of many different events, the data underlying these expectations seems to be scarce and low-quality. Students also manifest significant belief ambiguity regarding their own preferences. Furthermore, in a view of schooling decisions as investments in human capital, future work prospects, while featuring prominently among individual stated choice motivations, are not backed up any sort of thorough and coherent information search strategy, so much so that almost half of the students declare to have never looked up the expected employment and earnings associated with their preferred choice.

Finally, we discuss both research and policy implications of our findings. In the case of the former, we identify some novel research questions while for the latter we delineate possible action paths for policymakers, mainly regarding the need for precocious and carefully designed information campaigns and centralized and frictionless databases of reliable university-related information.

**Keywords** – School choice, ambiguity, locus of choice, decision-making, human capital

**Paper Type** – Academic Research Paper

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# Collecting and Analyzing Students' Process Data through Digital Performance Assessments: A Synopsis of the Current State of Research

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## Abstract

As the 21st century progresses, learning using the Internet has become essential for study success in higher education (HE). The Internet is the most widely used source of information today, and today's students are more likely to learn through digital media than through traditional sources, like print textbooks. Students' skills to competently use digital media are therefore of central importance. To measure these skills, there are many approaches and assessments, for instance, using student self-reports or simulation-based performance assessments. Over the course of increasing digitalization, digital performance assessments for measuring students' skills are also becoming increasingly popular. They offer many advantages, for example, process data, such as log files and eye-tracking data, can be collected during the completion of a task. The process data collected in digital assessments provides a detailed observation of a participant's task-solving process and the underlying thinking and learning processes.

Based on a recent literature review by Zlatkin-Troitschanskaia et al. (2021), we performed an extended and in-depth structured document analysis of the current national and international research on collecting process data when using performance assessments to measure students' use of digital media and online information in their academic studies. In this analysis, we particularly focus on the various research approaches to collect and analyze students response process data.

**Keywords** – Digital Performance Assessment, Document Analysis, Response Processes, Literature Review, International Research

**Paper Type** – Academic Research Paper

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# Entrepreneurship Education and Negative Knowledge: Learning from Other People's Failure

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## Abstract

Most new ventures will never develop into a profitable enterprise. Therefore, knowledge about new venture failure and how to possibly prevent it should be part of entrepreneurship education. Drawing on the theory of negative knowledge, we developed an entrepreneurship education program that included working with case studies dealing with start-up situations with negative outcomes. We tested the effects of the program with an intervention study where vocational students were assigned to one of three groups: a group that learned with negative case studies (n=137), a group that learned with positive case studies (n=129), and an engaged control group that participated in the entrepreneurship program without case studies (n=113). Participants in all three groups received entrepreneurship knowledge and had the opportunity to develop a business idea. Results show that learning with negative cases can increase learners' ability to identify potential dangers in starting a business compared to learning with positive or without cases. At the same time, learning with negative cases had no negative effect on students' entrepreneurial intentions or perceived desirability or feasibility to become entrepreneurs. However, the effect sizes were small, and while we found a significant time x group interaction, suggesting differential changes in the main study variables between the three groups, post-hoc test were not significant.

**Keywords** – entrepreneurship, entrepreneurship education, negative knowledge, intervention, vocational training

**Paper Type** – Academic Research Paper

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# Critical Thinking as Part of Teacher Education in Switzerland<sup>1</sup>

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## Abstract

In the age of information, with the internet and social media being progressively influential in the decision-making processes essential for democracies, critical thinking (CT) is an increasingly important competence (Nagel et al., 2020; Oser & Biedermann, 2019; Wineburg et al., 2019). Teachers play an essential role in fostering students' CT by modeling their own competence in CT (Pettersson, 2019). Therefore, it is of high importance that teachers are trained and competent in CT. This presentation explores if CT is an intended and potentially implemented learning outcome in Swiss lower-secondary teacher education programs. We report the results of an analysis of the Swiss curriculum (322 documents) carried out on policy documents (macro-level), teacher-education program documents (meso-level), and course syllabi (micro-level) regarding the question whether CT is an integral part in Teacher Education. Additionally, we draw on the analysis of the lower-secondary school curriculum guidelines, the Lehrplan 21, and six semi-structured interviews conducted with teacher educators as representatives of the macro, meso, and microsystems. The results indicate that CT and most of its facets are expected learning outcomes in the intended and potentially implemented curriculum, although system levels differ. The most frequently mentioned facet is reaching a conclusion or recommending a course of action and communicating it coherently, justifying it with solid arguments, while by far, the least mentioned facet is analyzing and applying quantitative data to solve a problem or decide on a course of action. The results also show that in teacher education, the facets of critical thinking appear the most at the micro-level, in the potentially implemented curriculum, with little to no mentions at the macro and meso levels, in the intended curriculum. However, at the macro-level, in the intended curriculum of lower-secondary school education (Lehrplan 21), both CT and its facets are more frequently mentioned.

**Keywords** – Critical thinking, critical reflection, curriculum analysis, teacher education

**Paper Type** – Academic Research Paper

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<sup>1</sup> Professor Fritz Oser was deeply involved in the education of teachers in Switzerland and the performance assessment of competencies such as Critical Thinking in education and business. The work presented here builds on his ideas.

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# The Influence of Need for Cognition and Need for Cognitive Closure when Solving an Information Problem

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## Abstract

Critically reflecting on online information and identifying misinformation are increasingly becoming skills that every consumer of information should possess in the Digital Age. However, it is still unclear how individual predispositions combined with website characteristics influence the way people deal with online information. The aim is to derive insights for educational research on the critical use of online information. For this purpose, this work uses the data from the ongoing project and explores whether and how Need for Cognition (NFC) and Need for Cognitive Closure (NFCC) and website characteristics influence the search strategy of 144 young professionals from three domains. An online search task is used to measure so-termed critical online reasoning, for instance whether young professionals verify sources, check citations, and how their search terms are phrased. Qualitative analysis of the website characteristics assessed are combined with quantitative analysis, indicating that NFC and NFCC and sociodemographics, such as course of study and gender, can explain some differences in source verification, citation checking and specificity of search term. Website characteristics, like up-to-dateness and indication of evidence, are also related to the participants performance in the search task. The results presented show a demand of refining curricula in terms of more awareness of personal characteristics and sensitizing learners to critically reflect online information.

**Keywords** – Information processing, Education Studies, critical online reasoning, individual characteristics, search strategy

**Paper Type** – Academic Research Paper

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# Leadership in the Digital Age: Trying to Assess its State in Swiss Companies through Machine Learning

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## Abstract

Today's leaders need to have an adequate understanding of leadership for the digital age. This understanding we call "digital leadership". It is a strategic knowledge asset and is indispensable for companies to be successful in a world characterised by volatility, uncertainty, complexity and ambiguity (VUCA).

In their study Jäckli & Meier (2020) first asked the question as to what dimensions digital leadership actually consists of. After answering the question by establishing 10 dimensions, they next conducted surveys in 2018 and 2020 in Swiss companies to examine where they stand concerning digital leadership. It was planned to do the survey every two years.

Conducting such surveys is time-consuming, mainly due to the fact that voluntary participants at the appropriate management level have to be identified, contacted and convinced to participate every second year. Additionally, experience shows that despite efforts, the response rate overall is low.

Therefore, this study investigates the machine learning approach of text mining as an alternative option to the traditional survey. The conducted text mining-experiment is based on the data from the surveys of 2018 and 2020, using the contributors' information contained therein as a basis for web scraping and training an artificial intelligence (AI) supervised learning model. The corpus obtained includes texts from 211 company websites, which are processed with Natural Language Processing algorithms and used for model training after labelling. This allows predictions to be made about digital leadership dimensions based on company websites.

The experiment developed in the programming language Python showed that there is predictive power in company websites, but the prediction accuracy is low, ranging from 35 to 71 percent (49 percent on average) across all 10 digital leadership dimensions. Further, the imbalanced training data across all 5 values of the applied Likert scale leads to additional challenges. Predicting values that are rarely or not at all present in the training dataset is made impossible by the bias of the model.

Opportunities exist to improve prediction accuracy with additional training data. Further surveys will most likely not correct the imbalance in the training data, but qualitative approaches in combination with unsupervised learning algorithms seem to be promising developments.

**Keywords** – leadership, digital age, learning processes, text mining, machine learning

**Paper Type** - Academic Research Paper

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# Assessing Perceived Innovation Performance of ICT Enterprises: Capitalizing upon Inter-Organizational Relationships through Knowledge Sharing with Social Capital as Moderator

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## Abstract

The empirical study explains how the phenomenon of knowledge hub enables institutions establish collaborative linkages to boost their innovative performance. Knowledge hub helps cluster firms to develop an indispensable capability, anchored through exchange of knowledge locally, for accelerating growth and innovation in Asian region. Gaining sustenance from Dynamic Capability View (DCV), the study investigates perceived enterprises' innovation performance as a result of inter-organizational relationships embedded with social ties and knowledge sharing among each other. This research proposes a moderated mediation effect on innovation performance, reflected through vigorous ICT enterprise innovations; supportive relationships pursuing emerging ICT initiatives and finally frequent transfer of knowledge with ultra-modern innovation concepts. It explains how inter-organizational relationships based on robust trust and commitment lead organizations to achieve higher levels of innovation performance, while sharing important knowledge among each other. It also examines the interaction effect of social capital on association between inter-organizational relationships on firms' innovation performance with knowledge sharing as mediator. Cross-sectional data was collected from managerial level employees working in ICT enterprises in Pakistan. Model 4 of Process by Andrew Hayes was used to test the influence of inter-organizational relationships on enterprises' innovation performance with mediation of knowledge sharing. Model 1 tested moderation for determining the interaction effect of social capital on relationship between inter-organizational relationships and knowledge sharing. Moderated mediation, exhibiting the conditional indirect effect was analyzed through model 8. The study findings stated that in knowledge hub, ICT businesses are collaborating to build strong social relationships while sharing practical experiences and support each other through abstract resources for achieving higher levels of innovative outcomes. Inter-organizational relationships have an affirmative impact on innovation performance, invariably, knowledge sharing mediates the correlation between both. The influence of inter-organizational relationships on innovation performance through knowledge sharing is significant for firms with strong social capital. Consistently, social capital considerably moderates the relationships, as such organizations co-ordinate and work jointly with other organizations for driving service and product improvements. The research steers focus towards developing relationships among ICT enterprises, building ties based on faith and exchange key information consistently to help and polish each other's innovation capabilities.

**Keywords** – Knowledge hub, Inter-organizational relationships, Social capital, Knowledge sharing, Enterprise's innovation performance.

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# Business Consultants as Knowledge Drivers and Gatekeepers in Green Business Model Innovation Processes

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## Abstract

This paper explores how business consultants play a role as knowledge drivers and gatekeepers in Green Business Model innovation processes and how they facilitate and help sustain knowledge networks in these processes. It contributes to the literature on knowledge networks by unveiling the benefits and challenges of using intermediaries in projects such as Greenbizz to recruit businesses. With an outset in the EU Interreg Kask project, Greenbizz, we investigate how business consultants connect businesses and researchers, creating new knowledge networks that involved parties benefit from in the form of resources and information. Analysing data from particularly semi-structured interviews, the paper looks into the benefits and challenges that follow this particular setup and what experiences can be derived to support Green Business Model Innovation processes.

Our findings suggest that business consultants play a double role as intermediaries since they, on the one hand, guide the businesses towards relevant networks that can support them in innovating their business models in this project to become greener. On the other hand, they expand the researchers' access to a larger pool of potentially relevant actors to include in their research on green business model innovation processes. However, the findings also unveil some of the challenges of using intermediaries in projects like Greenbizz to recruit businesses.

**Keywords** – Knowledge networks, gatekeepers, green business model innovation, knowledge drivers, network brokerage

**Paper Type** – Academic Research Paper

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# Investigating Entrepreneurial Universities' Logics through System Dynamics: A Causal Loop Analysis

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## Abstract

With the introduction of the third mission concept, universities have been increasingly asked to perform different activities besides teaching and researching, outreaching knowledge outside their boundaries and assuming a leading role in fostering innovation in modern knowledge-intensive societies. However, how do the three academic missions pursued by entrepreneurial universities interact with each other? To what logics do they refer? To address these questions, organizational logics are leveraged as a theoretical lens in this study. Thus, a qualitative system dynamics model (i.e., a causal loop diagram) was developed to investigate how entrepreneurial universities respond to logic multiplicity, providing different implications for both researchers and policy-makers.

**Keywords** – entrepreneurial university, institutional logics, system dynamics, causal loop diagram

**Paper Type** – Academic Research Paper

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# The Principles of Effectuation Theory in Innovative Italian Start-Ups

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## Abstract

The traditional firms that survived the crisis have understood the necessity and urgency of change in a historical moment in which data on youth unemployment are dramatically rising (OECD, 2021); Truly, it has already been several years since many youngsters and non are becoming entrepreneurs through the launch of a new and innovative entrepreneurial venture, since it could be the only way to counteract the negative effects of a stagnant labor market and to secure their own future (Witt U ., 2016). The phenomenon of start-up companies, in particular, is growing more and more and for this reason it has become interesting for both practitioners and scholars. The high percentage of failure, on the one hand, as well as high possibility of great success on the other, make the phenomenon rather non-linear and complex, therefore interesting to analyze. In this contest, the tools to predict and plan innovative businesses are not enough for start-up founders, while Sharasvathy's logical effectual (2009) as a boost for the success of startups is an approach that could be taken into consideration.

**Keywords** – Start up, Effectuation theory, Entrepreneurship

**Paper Type** – Academic Research Paper

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# Technologies and Trends Leading the Digital Transformation: An Aerospace Case Study

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## Abstract

In the Industry 4.0 framework, manufacturing companies often fail in investing on priority technologies risking to not fully exploit their value. Considering the limitation of both human and financial resources, due also to the Covid-19 pandemic, they need to accurately identify the right directions of investment. Particularly, aerospace manufacturers need to address their resources for resetting their competitive advantage.

The paper aims to explore both trends and technologies that are shaping the engineering field of manufacturing industries. Specifically, an aerospace company case study is carried out to qualitatively explore current use, preferences and insights for the near future. Twenty-two interviews were executed with first- and second-level profiles of the aerospace company. Findings have been organized in a comprehensive framework and ranked for leading future research activities and internal assessments. Among the most important technologies, the IoT and the consequent data management are identified as some important key drivers leading the digital transformation of the aerospace industry. Both practical and theoretical implications are provided.

**Keywords** – Technology, Trend, Internet of Things, Resilience, Case Study

**Paper Type** – Academic Research Paper

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# How Digital Transformation is Changing Business Models and Entrepreneurship

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## Abstract

Nowadays, companies work in a context characterized by volatility, uncertainty, complexity, and ambiguity. In this scenario, digital technologies represent an important means to enable organizations and entrepreneurs to adapt in an efficient way to the changing external conditions.

Digital transformation is considered one of the most important topics for the European Commission and the Organisation for Economic Co-operation and Development.

In fact, in order to get more efficient and profitable business, companies implement digital transformation to support business change, strategy and innovation.

Thanks to the use of technology the companies have the opportunity to improve efficiency and profitability, making the organization agile, fast and economic.

The aim of the present work is to study the changing of business models and the evolution of entrepreneurship skills due to the adoption of digital transformation technologies.

The methodology used is a qualitative method, through the development of the literature review analysis. It is a conceptual article through a bibliographic analysis.

**Keywords** – Business models, innovation, digital transformation, entrepreneurship.

**Paper Type** – Academic Research Paper

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# Knowledge Sharing Patterns; German No-code Entrepreneurship Online Community's Encounter

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## Abstract

Entrepreneurs with little or no knowledge of IT infrastructures are establishing innovative digital solutions enterprises while communicating and interacting in no-code online start-up communities. This phenomenon requires additional research not merely on the technical aspects, but the patterns of knowledge sharing, learning, and networking resources accessible within these online communities. This paper will be based on analysing the no-code founding community and user interaction behaviour of their members. No-code founders are an online start-up community network of non-technical entrepreneurs, innovators who are establishing or expanding their ventures utilising no-code technologies. The community members assist each other in developing their no-code competences and business know-how through co-learning.

Knowledge is initially acquired via entrepreneurial learning and then communicated to other individuals with whom entrepreneurs interact with, e.g., through online start-up platforms, however not all participants in the network are willing to share their experiences or knowledge (Ratten and Usmanij., 2020). Abbate et al. (2019) suggests that further research can highlight how users are connected to the community to analyse the activities, resources, technology, and services to strategize using an open innovation approach. Flamini et al. (2021) have indicated that open innovation literature requires further research to determine affiliation between entrepreneurs and organisational entities, where an entrepreneur transforms information into knowledge, manages various information and knowledge flows, influences the innovation course through his/her capabilities (Hsieh and Wu, 2019). Therefore, this paper aims to explore the patterns of knowledge sharing within selected United Kingdom and German no-code entrepreneurship communities.

UK and German no-code entrepreneurship online communities' platforms were selected as critical units of analysis and comparative cases which represented the research criteria. The data collection commenced with six semi-structured interviews to explore both no-code communities and the patterns of sharing knowledge between its members. The applied qualitative method helped providing an in-depth investigation leading to capturing the participants' patterns, experiences, intentions, conceptions when interacting within the studied no-code community. The research findings revealed specific drivers and patterns of sharing knowledge within the studied no-code entrepreneurship online communities; and contribute to addressing the current literature gap and provide fresh insight to management practice and concerned stakeholders to nurture knowledge sharing practices within similar communities.

**Keywords** – Knowledge sharing patterns, No-code online entrepreneurship, Case study

**Paper Type** – Academic Research Paper

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# Entrepreneurs and Convenors in Rural Areas: Some Evidence from the Italian Local Action Group “Terra e Vita”

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## Abstract

Today the locus of innovation is not anymore in the single company but, it has moved to the relationship network as companies face the contemporary volatile, unstable, complex, and ambiguous scenario finding shelter in new relationship with other actors and leveraging them to become more effective at innovation processes creating a collective and open endeavour. These innovation networks are becoming more and more used even in the rural areas as the economic actors in these areas cooperates with the other actors, both economic and social ones to help reduce the so-called urban-rural digital divide. The convenors have become some of the main actors in these networks as they help these network to become more effective in creating a coherent, while diffused, innovation process in the whole area. At the same time these local convenors will get their social license to operate from the other local area actors according to their ability to read the local area needs and to create effective policies to answer to these needs according to the specific requests of the network.

In this paper we present the first result of a research project on the perception of the convenor in an area composed by 9 villages in Southern Italy, and more precisely in the Salerno province. In this area the role of the convenor has been taken by a Local Action Group (LAG or GAL in Italian), GAL Terra à Vita (Land is life). In particular, we study how the other actors in the local area do perceive the LAG activities, and their effectiveness in several areas, will impact on its ability to be an effective convenor and help the local area entrepreneurs in their development processes.

**Keywords** – Digital Innovation, Local Development, Entrepreneurship, Rural Areas

**Paper Type** – Academic Research Paper

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# Data-Driven Entrepreneurship and Co-Creation: Mapping User Journeys of Five Norwegian Start-Up Companies

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## Abstract

Data-driven innovation is a key pillar for economic development in the 21st century, and the role and value of data in developing new products, services and business models has gained attention. This study presents the user journeys of five data-driven start-ups, and the study discusses the opportunities and barriers the entrepreneurs have met when aiming to use public data in the business development process. The study shows that young entrepreneurial firms identify opportunities - but face substantial barriers when striving to take advantage of data that can be used in value creating activities. The study reveals three important insights: first, the ecosystem for data-driven innovation is immature. Differences in culture, communication and work methods across stakeholders and sectors affect and delay the process of gaining access to data. Second, access is needed as well as network and expertise that make the process of accessing and applying data easier and quicker. Third, guidance and assistance is needed in the process of gaining access to external and public data.

**Keywords** – Data-driven entrepreneurship, institutional framework, user journey, ecosystem, co-creation

**Paper Type** – Academic Research Paper

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# Civic Crowdfunding: Analysis of the Motivations that Lead Donors to Support the Projects

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## Abstract

Civic crowdfunding (CCF) represents an effective method to raise funds for the creation of public works and projects by citizens but it is even more than that; it appears capable of transforming public administration into what Osborne (2006) defines as the new public governance where multiple actors contribute to the provision of public services and where the emphasis is on the design and evaluation of durable inter-organizational relationships, where trust, relational capital and relational contracts act as fundamental governance mechanisms. However, although CCF has been studied since 2013, knowledge on the topic is limited especially with regard to the motivations that lead donors to select and financially support CCF projects. This analysis for civic projects is of particular interest because donors do not receive monetary rewards for their contributions.

In light of the above, the present study aims to understand the motivations that lead individuals to fund CCF projects.

To achieve the research objective, in line with what has been done to analyze motivations related to crowdfunding investments (Aitamurto, 2011; Brem et al., 2019; Gerber and Hui, 2013), a qualitative analysis will be carried out through which in-depth interviews (Corbetta, 2014) will be conducted with investors of CCF projects. To conduct the interviews, the authors created a protocol that was divided into three macro sections: the first one based on the interviewee's characteristics and background, the second one concerning the interviewees' knowledge of the CCF platforms and how they became aware of both the platforms and the campaigns they invested in, and the third one concerning the motivations that led to the investment. The average interview period was about 30 minutes, and all interviews were recorded and transcribed to perform the information analysis whereby the authors divided the emerging data into meaningful categories highlighting the parts where participants described what made them decide to fund CCF projects.

The use of the qualitative methodology allows for both an understanding of the motivations that lead donors to support CCF projects, as well as a comparison analysis designed to see if there are any relevant differences with the motivations of funders of other crowdfunding projects such as charitable or commercial ones (Jian and Shin, 2015; Mollick, 2014).

It is believed that this study can have significant theoretical as well as practical impact as it makes multiple contributions.

**Keywords** – Crowdfunding motivation, Civic Projects Fundraising, Donors, Citizen Engagement, Activism

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# The Relevance of Megatrend Research for the Financial Industry and Global Investors

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## Abstract

This paper introduces a research project that will explore the relevance of megatrend research for the financial industry. The project will focus on three research questions:

- Which megatrends and topics of future research are in the focus of the financial industry, especially investment and asset managers?

- Which are the strategies of investment and asset managers to gain insights in future research and megatrend analysis?

To which extent do they engage in networking, partnerships and communication with international organizations and think tanks?

Global megatrends are trends that strongly influence different spheres of life in many countries and at different levels, covering political, economic, natural environmental, social, and cultural dimensions. Megatrends are closely related to risks and opportunities as evidenced by the reports of the World Economic Forum (WEF)<sup>1</sup> and other leading think tanks. A growing number of research institutions, international organizations, and think tanks are reflecting on megatrends.

The following trends are identified by Kuhn and Margellos and will serve as a starting point to engage in communication with the financial industry: Climate Action and Sustainability; Digitalization; Inequality; Demography; Urbanization and Smart Cities; Health and Nutrition; Green Economy; Sustainable Finance; Multipolar World Order and the Future of Multilateralism; Democracy and Governance Innovations; Civilizational Developments: Diversity, Individualization and Loneliness, Gender Shift, and Identity Politics; Migration<sup>2</sup>

The researchers have good contacts to international organizations and various think tanks. The project will shed some light on their engagement with the financial industry and global investors and vice-versa. Preliminary contacts have been established with banks in Germany and a Switzerland-based asset management company.

The methodology will consist of an analysis of accessible reports and of interviews with investment and asset managers. Case studies based on semi-structured interviews are expected to provide insights into knowledge levels on megatrends and strategies of data collection as well as networking and engagement with international organisations, think tanks, researchers, and analysts.

This project is in its early stages and still open to cooperation with other researchers.

**Keywords** - global megatrends, knowledge management, financial industry, international organisations, think tanks

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<sup>1</sup> WEF (2022). *Global Risks Report 2022. What You Need to Know*, <https://www.weforum.org/agenda/2022/01/global-risks-report-climate-change-covid19>.

<sup>2</sup> Kuhn, B. & Margellos, D. (2022).

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# Knowledge Management as a Tool to Improve the Impact of Sustainability Reporting

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## Abstract

The objective of this study is analyzing how sustainability can be fed by knowledge at the company level and how it can be implemented within the company's overall strategic choices. Dealing with the issue of sustainability is certainly a complex matter, since it embraces concepts and dynamics aimed at: creating value rather than profit, long-term rather than short-term horizons and the satisfaction of stakeholders rather than that of shareholders. It is certainly a complex target, that must be put into a system capable of enhancing the management's efforts. In this sense, knowledge management (KM) is a useful ally to consolidate the competitive advantage, to outline efficient business practices, to share knowledge and therefore to seek company going concern and development. The link between the latter and the issue of sustainability cannot be ignored, even if it's no easy to understand the verse of the relationship. However, in the course of the study carried out on this issue, and supported by the empirical analysis conducted, some imbalances with respect to this relationship emerged when the effort was made to translate it into strategy. Although the concept is consolidated and linear, at least from a conceptual point of view, when putting it into practice the scenario become much more complex. The world is changing and with it the logic behind many business practices, both internal and external. Lagging behind on the issue of sustainability and its relative connection to KM would mean missing out on new opportunities. Without going any deeper into this important concept, we can say that it has none the less been inserted in order to make a focus by explaining, albeit in a simplistic line, why these can be considered as an important driver for the relationship between KM and sustainability. The study ends with the specific discussion of the empirical analysis, carried out on a sample referring to the top 20 listed companies in Italy. Thanks to the latter it has been possible to highlight, through percentages and mathematical ratios, the aforementioned relationships from a statistical point of view, creating a link between the theory analyzed and the practice identified in this research field.

**Keywords** - Sustainability Reporting– knowledge management – ESG – resilience.

**Paper Type** - Academic Research Paper

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# Research in Knowledge-intensive Business Processes: A Structured Literature Review

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## Abstract

The increased knowledge intensification of work directed the business process management (BPM) research from 'traditional' routine and repetitive business processes to knowledge-intensive business processes (kiBPs). No agreement on universal "kiBPs" definition or conceptualization has been reached, and we have found no attempts to systemize kiBPs research. Therefore, we conducted a structured literature review (SLR) to improve the state of the art. The SLR consisted of three stages: literature search, extracting relevant papers, and content analysis. In the literature search stage, we retrieved peer-reviewed journal papers by applying a search query using "knowledge-intensive business process\*" as a topic in Scopus and WoS databases and ended up with an initial sample of 71 papers. Next, the number of papers in the sample was decreased to 28 by applying a series of exclusion criteria. In the content analysis stage, relevant papers were coded to find content related to kiBPs characteristics or topics in kiBPs research.

The content analysis allowed us to develop the framework of kiBPs characteristics, which showed that the primary reason for processes to be labelled knowledge-intensive is the uncertainty and unpredictability of their inputs, flows and outputs. Due to uncertainty and unpredictability associated with them, kiBPs strongly rely on knowledge workers and thus are being referred to as decision-oriented, collaborative, creative and innovative. Thus, the structure of kiBPs is being developed only during the process execution, which makes kiBPs goal-oriented rather than structure-oriented. KiBPs characteristics that distinguish them from "traditional" processes directly influence the topics of kiBPs research that were included in the framework of kiBPs research also developed within our study. Uncertainty and unpredictability of kiBPs are being addressed by incorporating knowledge perspective into kiBPs improvement methodologies and lead to multiple studies investigating the influence of knowledge processes on kiBPs performance. The unstructured and decision-oriented nature of kiBPs is being addressed in studies dedicated to kiBPs modelling and case management systems.

We see frameworks developed in this study as beneficial for scientific and business communities. The framework of the kiBPs characteristics might serve as a basis for empirical research within the field and show business practitioners which characteristics of kiBPs should be addressed to improve process performance. The framework of the kiBPs research might serve as a starting point for researchers interested in the field and allow business practitioners to identify and elevate constraints in kiBPs management methods.

**Keywords** – Knowledge-Intensive Business Processes, Knowledge-Intensive Processes, Knowledge-Intensive Firms, Business Process Management, Review

**Paper Type** – Academic Research Paper

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# Why do Mega-Projects Fail? Knowledge Management as a Successful Basis for Effective Flood Protection Measures - Critical Success Factors as a Guarantee for Successful Realisation

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## Abstract

Within this study, we elaborate on the state-of-the-art within the academic literature ranging around flood protection, climate change and critical success factors (CSFs) by conducting a bibliometric analysis with subsequent snowball sampling procedure paired with a citation-network analysis. Further, we analyse CSFs in hindsight of an approx. 100 Mio. EUR pilot-project located in Germany and their implementation within the knowledge management framework of the latter project. Finally, we propose a guideline for mega-project realisations, concluding remarks and future avenues of research.

**Keywords** – flood protection, literature review, knowledge management, mega-project processes, critical success factors (CSFs)

**Paper Type** – Practical Paper

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# Promoting Resilient and Sustainable Cities: A Three Helices-Based Urban Management Model

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## Abstract

Beginning with the first industrial revolution, the rise of cities determined the transition from the Anthropocene to a new epoch: the "Urbanocene".

Understanding key trends in urbanisation in the coming years is crucial for implementing SDG 11 of the UN2030 Agenda (Making cities and human settlements inclusive, safe, resilient and sustainable). Cities are becoming laboratories of ideas, innovation, social cooperation and wealth creation, but they are also largely responsible for steadily increasing environmental pressures and consequent health impacts. Policymakers are called upon to make crucial decisions for developing sustainable and resilient cities able to cope with the Urbanocene challenges. It is not an easy undertaking: it requires collaboration across all policy areas and levels (i.e. policy coherence) and a synergistic approach to the problem.

Moving from these premises, the paper contributes to the stream of research on resilient cities and sustainable urban management models by providing a conceptual framework helpful for policymakers. In particular, after a pervasive literature review on resilient and sustainable cities and the analysis of the Copenhagen case study, the work proposes an urban management model based on three strategic helices whose synergistic interaction acts as a catalytic force for the emergence of sustainable and resilient cities.

**Keywords** – urbanisation; resilient cities; urban management; sustainability; SDG 11 Agenda 2030

**Paper Type** – Academic Research Paper

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# Where Is ‘Supply Chain Resilience’ Research Headed? A Bibliometric and SNA Analysis of Recent Literature, 2017-2021

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## Abstract

**Purpose** – In recent years, the use by researchers of co-citation analysis –of documents (DCA), authors, keywords, etc.– trying to identify and/or visualize the ‘intellectual structure’ or ‘knowledge base’ of different areas, fields and/or disciplines –including the field of supply chain management–, have been gaining prominence in a growing number of scientific journals. However, the technique of bibliographic coupling analysis (BCA) between scientific documents (Kessler, 1963), which seeks to identify active research “fronts” in a scientific field or discipline –and, particularly suitable for detecting current trends and future research priorities– has been less commonly applied. This study used this last technique of analysis to identify and visualize the existence of active research ‘fronts’ in the context of the papers on ‘supply chain resilience’ (SCR) recently published in a wide variety of journals. The aim is not only to complement and expand the results obtained in prior studies. Based on the results obtained in our literature review, this paper also outlines directions and promising ways for future research.

**Design/methodology/approach** – Clarivate Analytics' Web of Science –in particular, one of its indexes: the Social Sciences Citation Index (SSCI)–, was the database used to carry out this research. A total of 234 “peer-reviewed journal articles” recorded between 2017 and December 27, 2021 were retrieved. With regards to the methodology, bibliometric methods were utilized, as well as social network analysis (SNA).

**Findings** – In particular, the analytical techniques employed –adopting a “quantitative” method of a deductive character– allowed us the identification of some of the most active research “fronts” in the scientific literature related to the topic under analysis.

**Research limitations/implications** – This study shows the typical limitations resulting from the utilization of bibliometric methods/practical and theoretical implications are also potentially relevant to a number of different audiences.

**Originality/value** – We believe that this study is of value for novel researchers before doing research since it allows the identification of the active research “fronts,” which shape the vanguard of knowledge and reveal current trends and future directions in the field under examination.

**Keywords** – Supply chain resilience, Bibliometrics, Bibliographic coupling analysis (BCA), Social network analysis (SNA), Bibliometric.

**Paper Type** – Academic Research Paper

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# Digital Platforms Resilience: A Sensemaking Issue

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## Abstract

This paper contributes to the academic literature on the platform society in two ways: Theoretically, we bridge the literature on the platform society with the literature on sensemaking. In particular, we take a processual approach to platform resilience as the outcome of sensemaking processes. Empirically we look at the process whereby platforms generate self-sustained users' interest and self-promoting content in the long run.

Thus, platform resilience is understood as the outcome of a sensemaking process. We frame this outcome strategically as market-place persistence and durability (attracting/maintaining users and complementors) and socially as persistence and replication of generated content, social outcomes and the narratives that platform participants may promote. New social structures in turn may reshape the platform. Such a dual sensemaking outcome shapes platform market strategy and re-shapes social structures. The two outcomes are connected but not necessarily convergent. A platform might not be strategically resilient but the narratives that platform participants may promote might resist and shape the societal debate in the long run and vice versa. We set out our argument by assessing evidence from two case studies, namely Facebook and Airbnb.

**Keywords** – Platform society; digital platforms; resilience; sensemaking

**Paper Type** – Academic Research Paper

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# Towards Transformative Resilience in Humanitarian Supply Chains. Preparing to Respond to Crisis through Platform Solutions

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## **Abstract**

As crisis become progressively more frequent and complex, better preparation to respond to them becomes more important. This contribution focuses on the investigation of the opportunities for supply chains to develop transformative resilience preparing to respond to crisis. In the most recent years, actors with superior logistics competences have become important players in the humanitarian field, in line with the crucial role of logistics in these complex and turbulent contexts. Logistics service providers (LSPs) offer supportive logistics services for different organizations and governments when they prepare to respond to major crises and disasters. Despite their crucial support, the academic literature on humanitarian logistics is still in developing when exploring the role that LSPs play in relief supply chains. The purpose of this paper is to identify what is the role of LSPs in humanitarian logistics and supply chain management, supporting the development of transformative resilience of supply chains in response to crisis. The paper is based on a literature review adopting a bibliometric approach, and from the analysis some insights and preliminary considerations emerges. The results could be interesting and useful for both academics and professionals and for both humanitarian and business sector. Going towards transformative resilience in humanitarian supply chains needs to focus on preparing actors and supply chains to respond to crisis, and LSPs may concretely support in this direction collaborating with humanitarian actors through platforms solutions.

**Keywords** – supply chain, humanitarian logistics, resilience, logistics service providers, platform

**Paper Type** – Academic Research Paper

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# Knowledge Management Process and Organizational Agility: Do they Influence Organizational Resilience?

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## Abstract

The aim of this paper is to reveal the influence of the knowledge management (KM) process and the organization's agile attributes that facilitates organizations or firms to retrieve and survive as well as to increase their resilience and sustain organizational competitiveness. The emerging perspectives of 'organizational agility' key enabling attributes considered as an important gadget in the knowledge economy. Organizational agility in the organizational knowledge development process, facilitates organizations to achieve their competitive advantage through integrating the KM process, system, and sustainable knowledge transfer capability. Due to today's highly volatile business environment, respectively organizations are under tremendous pressure on developing their organizational development strategy. Since then, they have been struggling with how to increase their resilience and sustain organizational competitiveness to prevent and react to the waves of disruption, organizations need to develop resilience capacity through knowledge management process and organizational agility to facilitate them to retain their competitive advantage. The impact of organizational agility in organizational knowledge development process visualized in this paper as a 'capability enhancer of an organization' (CEO) approach or system that enhances organizations' resilience capabilities. It empowers them to reckon out 3R strategy, i.e., recognize, respond, and to regain their organizational competency from the unwanted turmoil, which occurs in the marketplace. To take the advantage of that change through radical organizational development being flexible, adaptable, capable, and enable (FACE) they can also allocate its agile resources that may work as stimuli on organizational resilience.

**Keywords** – Competencies, Knowledge management process, Organizational agility, Organizational resilience, Resilience capacity.

JEL Classification: M1, M10, M12, L2 L21, L25, O15, O32.

**Paper Type** – Academic Research Paper

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# Transformative Resilience in Fine-Art Logistics: Some Preliminary Insights

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## Abstract

In this historical moment of pandemic emergency, there is increasing attention inside the sector of the logistics of art to find new solutions to respond to crisis. Even other changes are transforming the art market, that are not related to the contingency period, but almost they refer to the progressive evolution that over time has led to a new definition of the conception of cultural value. Great changes may become an opportunity to progress and “bounce forward” through a combination of adaptative and transformative resilient initiatives. Along these considerations, since logistics service providers working in fine-art sector are increasing affirming a central role in the cultural system, they may concretely contribute in the direction of a transformative capacity, serving complete and composited-specialized logistics services, also aggregating them in innovative solutions, meeting the new emerging needs. In particular, integrated logistics providers may offer composite and complete solutions both by drawing on internal and external resources/knowledge of the company. Empirical evidence in this direction comes from the analysed example of triangulated partnership for art services.

**Keywords** – resilience, logistics, fine-art market, physical/digital

**Paper Type** – Academic Research Paper

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# Neither Backward nor Forward: Understanding Crazy Systems Resilience

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## Abstract

Not all black swans are black in the same way: they may be unpredictable events in kind, or they may simply be unpredicted by certain actors in a certain context. In this line, a case is the COVID-19 pandemic where previous experiences of virus diffusion had been scientifically studied and a protocol of emergency action even produced by the World Health Organization. Then, why do these events were not detected?

This implies a distinction between improbable but imaginable events and unimaginable events. When facing deep changes, socio-economic systems orient their response towards the normative sediment that constitutes social genotypic memory. While this reduces uncertainty, it also activates constraints that normalize change. This normalization does not have an unambiguous outcome: crazy systems may be resilient as well. This premised, is still possible to assign to resilience the role in the creation and spreading of new knowledge it had? By drawing on the literature on resilience, crazy systems and robust-yet-fragile systems and analyzing the “Italian Civil Protection” case, this work is an attempt to respond to this question.

**Keywords** – Resilience; crazy systems; RYF systems; black swans; sensemaking.

**Paper Type** – Academic Research Paper

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# Digital Sensemaking: Sensemaking as a Driver of Transformation

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## Abstract

This paper introduces the project “Digital Sensemaking” (DIGI-Sense) that tackles human needs in the envisioned digital revolution (Industry4.0, humanoid robots, Internet of Behaviours, Cyber-Physical-Systems) to enable meaningful transformation processes. Psychologists of work argue that digitalization at the workplace can lead to an overflow of information which challenges decision-making and sensemaking at work. Studies in organizational research show that sensemaking is fundamental for meaningful work experience of individuals and organizations because it plays a central role to give meaning to processes, shared experiences and to rationalize decisions and established routines. In digital transformation processes, well-known work processes easily become alienated to workers, embodied knowledge and material cornerstones are likely to become obsolete. Therefore, DIGI-Sense explores sensemaking in digitalization processes that incorporate tangible elements, digital twins, and robotics. As embodiment, materialities, movements, and aesthetics are core to sensemaking, the methodological design of the empirical study incorporates methods in social sciences and juxtaposes these more traditional approaches with methods from visual studies, arts-based initiatives and artscience collaboration in the form of a series of experimentations with performance artists. This paper will introduce the theoretical background and the development of the methodological approach applied in this research project.

**Keywords** – Sensemaking, Digitalization, Digital twins, Performance, Artful articulation

**Paper Type** – Academic Paper

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<sup>1</sup> *We consider meaningful work as immersive perception and practice of doing where cognitive, social, and bodily involvement is streamlined and thus, coherent for the actor(s) to perform activities according to their intention and purpose.*

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# Enablers of Knowledge Management and Sustainable Business Performance of SMEs: A Synthesis and Review of the Literature

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## Abstract

Sustainability means different things to different organisations, likewise indicators of sustainable business performance. Within the broader field of knowledge management, it refers to the efficient utilization of knowledge management through joint collaborations and active interactions among team members. Hence sustainability thrives in an environment that supports knowledge sharing. This systematic literature review critically investigates the enablers of knowledge management that potentially drives sustainable business performance of SMEs using the PRISMA methodological approach. We identified seven enablers of knowledge management out of sixty-four academic papers that were reviewed. These are information technology, knowledge sharing, management commitment, innovation capability, stakeholder engagement, resources, and effective leadership. Based on the synthesis of these enablers, a conceptual model was designed to depict the interconnections and linkages between the enablers of knowledge management and sustainable business performance. Certain theoretical underpinnings were drawn, particularly with respect to indicators of sustainable business performance. In line with mainstream research, we believe sustainable business performance is contingent upon economic, social, and contextual factors. Our study is the first to have systematically reviewed enablers of knowledge management that drive sustainable business performance among SMEs. We have also set agenda for future research directions by way of testing our conceptual model using the formulated hypotheses. Besides the theoretical contributions, our study offers practitioners new and compelling insights of applying the various enablers of knowledge management towards achieving sustainable business performance.

**Keywords** – knowledge management, PRISMA, sustainability, business performance, SMEs

**Paper Type** – Academic Research Paper

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# Exploring Vulnerabilities and Risks Related to Knowledge Management Systems

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## Abstract

This paper aims to explore how researchers studied the role and implications of the concepts of vulnerability and risk in direct relation to knowledge management systems. Our approach is based on a bibliometric analysis of the papers in the last 20 years and indexed in Scopus using the specialized software VOSviewer. Although knowledge risks have been analyzed from different perspectives, knowledge vulnerabilities have not been studied yet. In any system, vulnerabilities represent the roots of all possible risks, and they should be known when systems are designed for diminishing the probable negative consequences of risks occurrences. VOSviewer analyses of different keywords and expressions related to the search topic show semantic clusters constructed with similar concepts and the intensity of the links between the focal concept and the other concepts. That allows us to see the knowledge gaps in the research area and how to orient the future research. Findings show that in the literature dedicated to knowledge management systems, there are no studies focusing on knowledge vulnerabilities, although they generate the knowledge risks when the context changes become favorable. Thus, our study shows a clear knowledge gap between the generic risk management theory and knowledge management systems with respect to knowledge vulnerabilities. The contribution of this paper comes from revealing this knowledge gap and showing this way a new potential direction for research in knowledge management systems – the correlation between vulnerabilities and risks within knowledge management systems.

**Keywords** – Vulnerability, Risk, Knowledge Risk, Knowledge Management

**Paper Type** – Academic Research Paper

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# Don't Forget the Dark Side of Green Transformation

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## Abstract

**Design/methodology/approach** – The study is a continuation of the research by Durst and Zieba (2019) related to knowledge risks and their potential outcomes. This present study makes an update on the literature on knowledge risks and green transformation and describes knowledge risks that can be faced in this process.

**Originality/value** – The paper offers new insights for researchers dealing with the topic of knowledge risks in the context of green transformation and ways of handling them.

**Practical implications** – The study provides useful information for managers and owners of companies who are not always aware of the dark side of knowledge and risks related to it. Additionally, companies are more and more often challenged with the need to make the green transformation and this process can also be a tricky one.

**Limitations** – At this stage of development, the proposed study is of theoretical character. This limitation will be overcome in future research activities that involve a large sample of organizations from various countries and sectors.

**Keywords** – KM and green transformation, knowledge risks, risk management, knowledge management, knowledge risk management

**Paper Type** - Academic Research Paper

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# Data Privacy Practices and Organisational Reputation: The Mediating Role of Eco-Innovation and Green Skills

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## Abstract

Information privacy has been called one of the most important ethical issues of the information age. In this context, companies need to be able to address the concerns of their stakeholders about how they collect, handle, and process this data.

The literature leads to hypothesize that when organisations take explicit actions to address the privacy concerns of their customers, they are successful in improving the perception of the company's integrity and thus, in contributing to a company's good reputation. Furthermore, the availability of consumers' personal data provide companies with a better understanding of consumers' needs and preferences for environmental products/services, allowing for eco-innovation. The literature also shows that eco-innovation can facilitate the development of green skills of employees that contribute to meeting customer and market expectations.

Thus, the purpose of this article is to examine the direct effect of data privacy management on organisational reputation but also its indirect effect through eco-innovation and green skills. A conceptual model was proposed and tested by utilising data collected through a survey instrument. The data were provided by 208 SMEs based in the textile sector of Valencia that has been considered one of the most relevant in the Spanish economy. Partial Least Squares (PLS) using the SmartPLS software allowed for the analysis of the data collected from practitioners. The theoretical model explains 46.1 per cent of the variance in the organisational reputation variable.

This study fills the gap in empirical evidence that ethical data privacy management by an SME has a positive impact on its overall reputation. In addition, data privacy management supports organisational reputation indirectly through eco-innovation and green skills. These results should encourage SMEs to invest in data privacy management to satisfy increasingly digitally literate and environmentally conscious customers and thereby improve their reputation.

**Keywords** – Data privacy practices, organisational reputation, green skills, eco-innovation, textile sector

**Paper Type** – Academic Research Paper

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# The Role of Co-Creation Challenges in Eco-Innovation in the Textile Industry

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## Abstract

This study aim is to examine how businesses can overcome the current challenges (e.g. lack of resources) of sustainable innovation by engaging customers in their value co-creation strategies. Such strategies are based on consumers' open-mindedness with regard to environmental sustainability, in particular in the face of the negative environmental impact of the fast fashion industry. Green knowledge encompasses the skills and attitudes that enable individuals to improve their relationship with the natural environment and its conservation. On the road to sustainability, customers are seen as sources of green knowledge and translators of such knowledge into innovation outputs. Engaging consumers in value co-creation therefore becomes a driver for improved relationships between the business and the natural environment, whereby green solutions are shared and improved by both the business and its consumers. The process of opening up to customers and co-creating value is especially valid in the textile sector where there has been a significant increase in the production of low-cost clothing that mimics current luxury items, which leads to significant volumes of waste every year. This study proposes that customers' open-minded helps to overcome co-creation challenges. This study contributes to current efforts to design and implement sustainable innovation strategies in businesses in the textile industry. The research has found that an open-minded attitude in consumers results in the creation of green knowledge that contributes to both incremental and radical eco-innovation in the textile sector.

**Keywords** - value co-creation, customer open-mindedness, green knowledge, eco-innovation, textile industry

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# Green Business Model Innovation Competences: How to Measure Green Business Model Competences Components?

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## Abstract

Green Business Models Innovation and Development are in 2022 object to heavy investments. Businesses competences - employees, organisational systems and culture - are under high pressure to be changed into being green including unlearn existing knowledge of yester days business practice - pushed to adapt green knowledge and develop new green competences. This is maybe the largest and most challenging knowledge transfer and competence innovation and development process - businesses have ever been requested to do. According to UN Climate report this change is a must to prevent disruptive climate change and prevent the earth to collapse.

The paper address some initial studies on the overall question – How can businesses measure, innovate and develop Green Knowledge and Green Business Model Competences – specifically to their human resource, organizational systems and culture and to their business value networks BM Competences?

**Keywords** – Green Business Model Competences, Green Business Model Innovation Competences, Green Business Models, Green Business Model innovation, Green Business Model Competence measurement

**Paper Type** – Academic Paper

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# How do University Spin-Offs Apply Stakeholder Management in Practice?

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## **Abstract**

This paper aims to better understand the application of stakeholder management within the university spin-offs (USOs) of the five Flemish universities (Belgium). Every organization, including USOs, must deal with different types of stakeholders. Even though a lot of research on USOs exists, as far as we know, no previous research has been done on how USOs manage their stakeholders. For this qualitative research 30 in-depth semi-structured interviews were conducted with executives from USOs to understand how they define, categorize, and manage their stakeholders. Moreover, the impact of COVID-19 on their stakeholder management is examined and an overview is conducted of the stakeholders in each development phase of the USOs. Based on these interviews, we found that stakeholder management is mostly done in a more intuitive way. However, it is shown stakeholder management becomes more important as the USO moves along the company life cycle.

**Keywords** - Stakeholder management, technology transfer, university spin-offs

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# Equity Crowdfunding for University Spin-off

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## Abstract

Equity crowdfunding (ECF) has rapidly spread around the world, however its use by university spin-offs (USOs) is still extremely limited. This study adopts an inductive qualitative research design to explore the views of CEOs and founders of the few USOs that used ECF. The research findings reveal that several reasons lead USOs to resort to ECF and bypass traditional tools. These ventures have little public (and university) support and funding, as well as they seem less attractive to traditional investors who tend to support initiatives with a high technology readiness level (TRL). ECF supports USOs through a crowd of investors who commit not only funds but also other (often missing) resources of strategic importance. Notably, this system allows USOs to have an initial test on the market, get broad consensus, and bring people on board. The results show that there are both benefits and challenges for businesses using ECF. First, the crowd provides key resources such as knowledge, networks, relationships, and skills useful for the growth and development of USOs or the related technologies. USOs received support for product/technology validation, patent development, and increasing the level of TRL. Crowd engagement was particularly high due to the contribution of USOs to the development of technologies useful for the entire community and for ethical or sustainable reasons. Investors supports the research and disclose a strong commitment to the ethical/sustainable impacts of USOs; many of them became business ambassador of the initiative. ECF campaigns and investors had a role of “facilitator” of knowledge transfer on the market and valorization of research results. Also, an increased public engagement emerged. The presence of new investors helped USOs to mitigate the uncertainty perceived surrounding the initiative. However, these new people are sometimes difficult to manage, and this requires efforts, time, and ongoing relationships. Some risks arise from investors who may use some data and some companies may compete. Crowd’s lack of scientific culture - or misinformation - is sometimes a real problem, as well as the limited presence of platform’s scientific consultants. In general, the differences between applied and theoretical research need to be considered, as well as technological obstacles and the risk of not arriving at the desired output. The research is the first to analyze the connections between USOs and ECF. It contributes to the literature on crowdfunding and technology transfer and has implications for strategic decisions of CEOs/founders of USOs, universities, policymakers, governments.

**Keywords** – University spin-offs, Equity crowdfunding, Knowledge, Stakeholder engagement, Resources

**Paper Type** – Academic Research Paper

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# Maker Communities as Sources of Open Innovation

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## Abstract

Companies are constantly looking for new ways to innovate and integrate external knowledge into their innovation processes. In the era of makerspaces, a new source for collaborative innovation has evolved. As research shows, the users of makerspaces, so called makers, tend to be highly creative and innovative. That makes this tech-savvy community very promising for companies to collaborate with during innovation processes. Prior research revealed that makers and companies are open to collaborate. However, we still know little about how makers can be engaged in corporate innovation processes and in which phases (ideation, prototyping, test and launch) they are interested in for collaboration. Our quantitative study tackles this research gap and specifically looks into what might motivate makers to collaborate with companies in new product development processes. We find four distinct maker types that differ in their collaboration motives: reward enjoyers, knowledge hunters, opportunity seekers and intrinsic enthusiasts.

**Keywords** – maker communities, collaboration motives, open innovation, co-creation, new product development.

**Paper Type** – Academic Research Paper

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# Boosting Technological and Managerial Innovativeness in Organic Farming: The Role of Relational Capital

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## Abstract

As an environmentally friendly type of farm management and food production system, organic agriculture has experienced spectacular growth during the last 20 years, with Spain being the sixth largest producer in the world. However, organic farming faces important challenges that may jeopardize its future. First, yields per hectare may be significantly lower than in conventional farming, and second, in some contexts (as is the case for Spain), production growth is not matched by consumption growth. Therefore, significant innovation efforts should be made to solve these problems. Given the very small size of many organic farms, this paper analyses the specific types of relational capital that foster technological (both product/service and process-related) and non-technological innovativeness in Spanish organic farms. To address this research goal, survey data from a sample of 358 organically certified Spanish farmers with primary crop production has been analyzed by means of structural equation modelling (SEM) based on partial least squares (PLS). Three models have been run (one per type of innovativeness under study: product/service, process, and managerial) in which four types of external relational capital have been considered: knowledge generated through and embedded in vertical relationships, knowledge generated through and embedded in horizontal relationships, knowledge generated through and embedded in relationships with government institutions, and knowledge generated through and embedded in relationships with knowledge-intensive institutions. The results obtained show that even though external relational capital and innovativeness are clearly underdeveloped among Spanish organic farmers, knowledge generated through and embedded in relationships plays a substantial role in the promotion of innovativeness in organic agriculture. Moreover, depending on the type of innovation to be pursued, the type of external relational capital that plays a relevant role differs. In the case of product/service innovativeness, vertical relationships are the key, and more precisely, relationships with customers and consumers. In the case of process innovativeness, even though vertical relationships keep being extremely relevant (especially, relationships with suppliers), relationships with knowledge-intensive institutions also become very relevant (more precisely, relationships with advisory and consulting firms, as well as with research centers), followed by horizontal relationships (i.e., relationships with other producers, unions, and sectoral associations). Finally, in the case of managerial innovativeness (i.e., innovativeness regarding marketing and strategy), vertical relationships with customers and consumers play a leading role, followed by relationships with government institutions.

**Keywords** – Organic farming, Innovation, Innovativeness, Intellectual capital, Relational capital.

**Paper Type** – Academic Research Paper

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# Digital and Sustainable Transition in the Agri-Food Industry

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## Abstract

According to recent literature, food production would need to double by 2050 to fulfil the predicted demand of the world's growing population. To achieve this aim, agri-food firms have started applying various digital technologies to improve food production while using fewer resources, minimising the environmental effect of production operations. This study aims to review papers on Industry 4.0 and agri-food sustainability published in the last decade. Machine learning methods such as text classification and data extraction were employed to automate this research. Text classification was used to screen titles and abstracts, while data extraction was used to determine the key subjects covered by the articles. The results summarise the leading scientific journals in the research field, the most influential countries, and the research topic's evolution over time. Furthermore, data extraction allowed for the grouping of references into ten research clusters, allowing for more in-depth discussions and perspectives on crucial topics for future field study avenues.

**Keywords** – agri-food industry; sustainability; industry 4.0; digitalization; sustainable development; supply chain management; machine learning; text classification; data extraction

**Paper Type** – Academic Research Paper

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# Innovation as a Resilience Opportunity for Female Agro-Startups

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## Abstract

Small and medium-sized enterprises (SMEs), which have always constituted the Italian entrepreneurial skeleton, have seen their competitiveness strongly threatened by the markets' evolution and multiplication in recent years. Therefore, on this scenario, it became necessary for SMEs to find new solutions to reduce the entrepreneurial gap that exists comparing them to bigger enterprises. On the one hand, they need to diversify their product on the market, emphasizing their peculiarities. On the other hand, they can resort to new pathways fostering their innovativeness. Indeed, the Italian legislator has taken specific measures to reduce the entrepreneurial gap, including regulating a new entrepreneurial configuration: the innovative startup, which also benefits from tax advantages. The requirements established to identify innovative startups confirm what stated in the literature: the companies' innovative capacity is strongly linked to Intellectual Capital (IC) and its components, which play a fundamental role in the companies' ability to overcome obstacles in crisis' periods. In particular, previous studies recognized the role of Relational Capital (RC) and Structural Capital (SC) as reactive and proactive elements to overcome crises. Of course, all SMEs have not taken up these measures with reactivity and readiness. Data confirms that the sector that most profitably perceived the possibility of development through innovation was the service sector, while agri-food still has difficulty following in the wake of innovation. In addition, a marginal female entrepreneurial phenomenon can be observed since there is still a strong predominance of innovative enterprises run by men. Although the gender gap has been widely debated, literature has not deepened women innovative startups, especially in agri-food, as a possible means of empowerment. The work uses an exploratory, descriptive qualitative analysis performed during the pandemic emergency and applies the CAOS (an Italian acronym for “Caratteristiche personali, Ambiente, Organizzazione, Startup”) model, an interpretative model used in SMEs' studies to analyze RC. It was born in 2011 to measure RC's strategic role in female SMEs, but it is currently used also in wider scenarios. The present work contributes to the expansion of literature in intangible resources and gender studies and confirms that RC and SC can help female entrepreneurs overcome the difficulties of an unplanned event, as the current one. Moreover, it offers a specific analysis of innovative female agro-startups, showing which elements have been essential to acquiring this status. The results of this analysis could be helpful to female agro-food startups to recognize the importance of investing in IC, especially in RC and SC, to overcome a challenging scenario. It could generally help agri-food startups to compete with larger companies, and it can also, and especially, be a valid strategy to reduce the gender gap.

**Keywords** – Innovative startups, CAOS model, Female entrepreneurship, Agri-food

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# Women's Resilience at the Time of Covid-19: A Structured Literature Review

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## Abstract

The Covid 19 pandemic has imposed different ways of working to traditional methods, a restructuring of corporate organizations and thus a profound change in the routines of individuals. The purpose of this paper is to identify and analyse the main areas of research related to the new flexible working arrangements, with particular attention to the impact they have on the status of women.

The study proposed here is part of an ongoing research project in the field of gender studies and is also part of a broader interdisciplinary investigation.

In order to identify the topics dealt with and the investigation methods used, a structured literature review (SLR) was carried out. Specifically, 205 international contributions (articles, books and book chapters) on the selected SCOPUS database were analysed.

This work stems from the need to provide an overview of the vast and varied literature on the subject, in order to understand the gender implications inherent in the development of flexible working models. The Covid-19 health emergency makes the topic of current interest. The literature review highlights that standardized models should be avoided and calls for tailor-made solutions to exploit the potential of smart working.

**Keywords** - Gender, Smart working, Gender equality, Flexible working, Inequalities

**Paper Type** - Literature Review

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# Immigrant Female Entrepreneurship in Post Pandemic Scenario: A Structured Literature Review

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## Abstract

With this work we want to analyse the evidence in the literature of the capacity of immigrant female entrepreneurs to interpret the change and try to understand the possible ways in which the literature will address the different topics individuated.

This survey aims to highlight in which subject area more attention has been paid to female immigrant entrepreneurship and help to understand possible future research areas in which to develop the topic.

Through the analysis of the literature, we aim to know which features can enable female enterprises to seize the crisis as an opportunity.

The analysis was conducted through the structured literature review (SLR) on 295 documents about female immigrant entrepreneurship; the contributions (articles, book chapters, and books) have been divided in five article focus. An analysis of the content was carried out to identify the research methodologies used and the thematic areas of reference.

This paper outlines how the topic of immigrant women's entrepreneurship has been addressed in the literature, in different subject areas, particularly in Business, Management and Accounting, and Economics, Econometric and Finance.

The use of an only one database, even though SCOPUS represents one of the most used scientific search engines, can be a limitation of this survey, as well as the manual analysis of the results of the SLR.

On the other hand, the use of only one database can allow to identify the subject in which the research is mostly carried out and consider only referenced documents.

This survey can have many practical implications. First, can point out the main research areas in which the topic has been developed, and the ones in which it can be developed in the future because of the shortage of surveys in these thematic areas.

It can also contribute, in practice, to identify the common models of female entrepreneurship and the issues related to the different research areas.

**Keywords** – Immigrant entrepreneurship, female entrepreneurship, resilience, gender, structured literature review

**Paper Type** – Literature Review

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# The Relevance of Women Issue in the Non-Financial Disclosure: Evidence from Large Italian Publicly Listed Companies

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## Abstract

The issue of gender inequalities and the contribution of women in companies is extensively debated in the literature. Instead, there are few contributions on the information relevance of women's issues. The present investigation is situated in the conceptual framework of the legitimacy theory to verify the extent of the information provided by large companies about women before and after the national legislation application on non-financial disclosure.

A qualitative research methodology based on multiple case studies is used to comply with the paper's aims. The authors conduct a content analysis on the non-financial statement (NFS) – or similar documents – produced by Italian non-financial companies listed on the FTSE-MIB before and after the first application in Italy of the national legislation implementing the European Directive. Notably, the NFS concerning the years 2016 - 2019 - 2020 are examined to observe the changes in the information reporting on gender over time (e.g. gender inequalities, the contribution of the female presence in companies, etc.). A scoring model based on key disclosure parameters is used in conducting the research.

The analysis reveals a growing interest in the topic. The directive impact on the quality and quantity of information produced by businesses is mainly positive. Still, it is not possible to assert that it is considered of primary importance since only a relatively small number of companies analyzed give relevance to the topic. No empirical evidence was found in NFS on the effect that COVID-19 has had on females working in the company.

This study can contribute to the literature on gender studies by analyzing the relevance that companies attribute to information on gender issues regarding women. At the same time, the research conclusions offer insights to policymakers to measure the effectiveness of the rules on non-financial disclosure in the absence of a precise framework that requires companies to adopt uniform and universally accepted accounting standards or principles. The paper can also contribute to the ongoing reflection on updating the directive on the subject by the EU and European and international accounting bodies.

**Keywords** – Gender research, Gender equality, Non-financial disclosure, Public company, Accountability

**Paper Type** – Academic Research Paper

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## SDGs, Female Entrepreneurship and Corporate Reporting

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### **Abstract**

In the recent years, companies are called upon to greater information transparency, and accountability and to disclose information relating to environmental, social and governance (ESG) issues to stakeholders. Particularly, female companies are devoted to report and disclose such information highlighting non-financial results among which human rights results and disclosure assumed a relevant role. Through a qualitative approach, we propose to contribute literature proposing the intersection of SDGs, corporate disclosure and female entrepreneurship. This is a primary study to enrich in the next step of our research.

**Keywords** – Human-rights, SDG 10, Corporate Disclosure, Female Entrepreneurship

**Paper Type** – Academic Research Paper

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# Beyond Sustainable Marketing: A Conceptual Framework on Symbiotic Sustainable Marketing in Business Ecosystem

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## Abstract

Concern for unsustainable development has reached its peak, and it is vital to promote and design sustainable production and consumption. Although there are many studies in different fields and many concepts such as sustainable supply chain, symbiotic industry, symbiotic marketing, and sustainable marketing concepts in literature, there is no holistic concept that will cover all of them. They usually have a narrow focus on industrial activity or only marketing strategy. Therefore, we propose the concept/model of Symbiotic Sustainable Marketing, which we believe can protect environmental, business, and consumer interests and needs. In the sense of sustainable marketing, we observed that most sub-concepts priority to either the environment or the business. These practices, which can sometimes be called green, eco-friendly, or environmentally conscious, can reflect on the consumer at an extra cost and may challenge the implementation of sustainable marketing strategies. This study provides an overview and examines the environmental and organizational developments that have contributed to the widespread acceptance of symbiotic sustainable marketing as a way of doing business. We reviewed essential articles in the literature by Scopus and Wos database. We proposed a new concept of sustainable marketing strategy that will be examined within a symbiotic relationship by the framework of a win-win for each side for the planet, profit, and people. In this vein, we compiled all related studies and a strategy and model presented to contribute to the sustainable marketing paradigm and guide entrepreneurs and business practitioners. Accordingly, all studies on Scopus and Web of Science that reviewed, strengths and weaknesses are pointed out, and a new conceptual model is presented that could be helpful for sustainable marketing.

**Keywords** – Sustainable Marketing; Sustainability; Symbiotic Relation; Business Ecosystem

**Paper Type** – Academic Research Paper

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# Addressing Sustainability in Innovation Ecosystems: The Role of Policies and Institutions

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## Abstract

Sustainability is one of the most debated topics of the 21st century, especially regarding innovation. This study analyzes the role of policy-makers in two innovation ecosystems to study how they address sustainability objectives at regional levels.

We conduct a comparative case study analysis on two innovative regions, Stockholm (Sweden) and Hovedstaden (Denmark), where sustainability goals are a priority in both countries' policy strategies. The main results suggest that while the Stockholm region prioritizes the increase of competitiveness and attractiveness level of the region, Hovedstaden focuses mainly on SMEs' growth and innovation output at the organizational level.

**Keywords** – innovation ecosystem, sustainability, regional policy

**Paper Type** – Research Paper

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# The Role of Multinational Company Strategy in Spreading Sustainable Innovation: A System Dynamic Simulation

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## Abstract

Innovation ecosystems' main purpose is to foster innovation. While referring to these ecosystems, the local dimension presents several advantages: indeed, the closeness could improve the interactions between the actors. However, the openness related to the global innovation ecosystems enable efficiently the collaborations across the organizations.

The aim of this research, indeed, is to deepen the trade-off between the local approach versus the internationalization strategy implemented with the multinational. In line with our purpose, we developed firstly a case study approach to directly observe the phenomenon and secondly, we developed a system dynamics simulation, which allows us to compare the innovation value generated by both the ecosystems.

**Keywords** – Global innovation ecosystem; System Dynamic Simulation; multinational; sustainability

**Paper Type** – Academic Research Paper

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# The Consumer as a Linchpin in Sustainable and Smart Urban Innovation Ecosystems

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## Abstract

Against the backdrop of the literature on technological innovation systems and innovation ecosystems, the paper analyses the sustainability transition in Smart Cities from an angle which we argue has not received enough attention so far, the central role of the consumer. The consumer is centrally positioned at the crossroads of Circular economy sectors making him a linchpin for sustainability transitions in which ICT figures prominently as a core technology and enabler of processes of consumption and production in industrial symbiosis.

The recycling industry, the mobility sector and Green ICT – industries pertinent to the sustainability transition of Smart Cities – serve to illustrate and further flesh out this new role of the consumer. Current Smart City projects from around the globe are then mapped out with an interest in how the consumer (citizen) is involved in the process beyond being addressed as a service customer and beyond e-participation.

The paper combines two hitherto separate but really closely intertwined areas: the technical sphere (industrial symbiosis and industry 4.0) and the management sphere (the Smart City) to reconcile the economic, ecological and social sustainability dimensions as envisioned in the industry 5.0 concept of the European Commission. Bringing the consumer to the forefront of sustainability analyses of Smart Cities can leverage the extent to which Sustainable Development Goals (SDGs) are actually met.

**Keywords** – sustainability, urban innovation ecosystems, consumer, smart city

**Paper Type** – Academic Research Paper

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# Sustainability in FinTech: Studying the Impact of Blockchain and Cryptocurrency Adoption for an Eco-Friendly Future

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## Abstract

Financial Technology (FinTech) is the latest innovative solution in the finance sector, an emerging disruptive technology to provide financial services. The usage of Blockchain (core technology in FinTech) and Cryptocurrency technologies have getting more attention to the investors, regulators, investment industry, and consumers. Blockchain technology is the most famous digital technology to successfully achieve the trusted and secured financial transactions (Bai and Sarkis, 2020); cryptocurrencies are digital currencies that hold high potential aimed at using for investments or transactions.

The technology of Blockchain can ease the new method for production of eco-friendly products (Saberri et al., 2016), integrating various environmental protective initiatives by monitoring the parameters required for production like emissions, processing of raw materials, and energy consumption. Blockchain can enhance the access to the consumers for using green energy, strengthen the environmental protection programs implementation, and decrease the stakeholders' involvement in the initiatives of low-carbon energy (Upadhyay et al., 2021). However, the applications of FinTech also have certain obstacles. FinTech startups are facing difficulties like data security threats, money laundering issues, user retention and experience problems, and so on, while implementing the technology in their business life cycle.

Hence, the present paper has the objective of investigating the impact and sustainability of adopting blockchain and cryptocurrencies on FinTech for an eco-friendly nature. Quantitative methodology based on survey questionnaires data has been used. The respondents are 150 students of the University of Amsterdam (Netherlands). This methodology involves three stages: in the first stage, the adoption level of blockchain and cryptocurrency applications is measured; the second stage involves a pilot study that needs to be performed for the validation of questionnaires from the target respondents; then, the data are analyzed using descriptive statistics. The result of this analysis indicates that the level of impact of blockchain and cryptocurrencies is at the intermediate level. The real usage of these technologies is low or not fully received by peoples, showing high resistance against these technologies. Moreover, privacy has high significance in adopting blockchain technology and cryptocurrencies applications. Hence, the necessity of governmental regulations is increasing for providing guidelines to ensure the growth of FinTech in the near future.

Therefore, the current paper may assist FinTech startups in making decisions to evaluate the potential use of blockchain and cryptocurrencies technology for their services and businesses, providing them useful elements to make strategic business decisions.

**Keywords** - FinTech, cryptocurrency, blockchain, sustainability, Bitcoin.

**Paper Type** – Academic Research Paper

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# Community Cooperatives, Shared Knowledge and Transformative Economy

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## Abstract

For more than ten years Italian community co-operatives have become an important social issue, a new form of collective enterprise that plays a role in regenerating local economies and social animation of the territories.

This new form of business allows the civic forces to organize new services to satisfy some socio-economic needs of their communities. It creates collaboration networks with different stakeholders of the community and innovates both from the point of view of the evolution of the co-operative model as well as the practical implementation of the theories of community development (Bianchi, 2021). Community co-operatives are experimental laboratories of new forms of diversity coexistence and are based on organizational and management models that promote participation and involvement in independently of their productions, that could be of every kind: goods, artistic, recreational, social, cultural services. At the same time, because of their territorial nature, they combine the themes and values of active citizenship with those of environmental sustainability and solidarity.

The contribution aims to investigate the characteristics and effective resilience capacity of these forms of “business” even in the face of the current pandemic crisis. We want to highlight the possible particularities of the approaches and solutions adopted and whether the distributed knowledge (social capital), that characterizes them, is actually used.

**Keywords** – community cooperative, territorial development, shared knowledge, transformative economy, sustainability

**Paper Type** – Academic Research Paper

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# Collaboration Agreements between Administrations and Citizens for the Commons Care

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## Abstract

The relevance of knowledge assets as fundamental strategic factors of business success has been widely recognised in today's competitive scenario.

This contribution analyzes “Collaboration agreements between administrations and citizens for the commons care”, a regulatory instrument for the implementation of the horizontal subsidiarity principle of the Italian Constitution. More than 250 municipalities developed this kind of regulations and nine Regions have approved analogous legislations. The heterogeneity of the local agencies, in terms of demographic and territorial breadth and their distribution on the national, regional, inland and mountain areas, are symptoms of a widespread interest in experimenting these new governance paradigms based on civic participation: from “governing for” to “governing with”.

Therefore, this paper analyses territorial agreements in nine cities and explores the presence in these administrative processes of two functions that can characterize the capacity of modification and adaptation of the administrative structure: communication and evaluation.

**Keywords** - horizontal subsidiarity, administrative innovation, participation, commons

**Paper Type** - Academic Research Paper

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# A Holistic Impact Assessment for Cultural Organisations

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## Abstract

In this paper a possible new approach has been proposed by a recent H2020 European project, called SoPHIA (2021), which aimed to draft a Holistic Impact Assessment model to evaluate investments on cultural heritage (CH) and that, we believe, could also provide effective insights and focal points for cultural organisations in the process of drawing their Sustainability Reporting.

Building on these premises, we selected an Italian cultural organization that represents an excellence for its governance model and for the quality of its management: the Polo del '900 (Turin, Italy), and we analyzed its sustainability report. This aims at highlighting how the management communicate their main objectives and results to the stakeholders.

The case study analysed revealed that the overarching model of SoPHIA could be usefully adopted in the drawing of the SR of Polo del '900 to detect and to monitor the main area of impacts of their cultural initiatives.

The implications of our study are manifold.

First, this study contributes to the debate on the evaluation of the value created by cultural initiatives. Second, this study also proposes a new path of self-reflection for strategic purposes useful for managers and professionals of cultural organizations. Finally, a strategic approach can be implemented in cultural organisation as the consequence of this effort.

**Keywords** – cultural heritage; sustainability reporting; CH holistic impact assessment; SoPHIA project; qualitative analysis

**Paper Type** – Academic Research Paper

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# Hybrid Organizations and Projects of Urban Regeneration: A Case Study to Promote Cooperation, Sustainability and Innovation

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## Abstract

The paper aims to pointing out the hybridization paths that organizations could embrace to try combine profit, economic sustainability and to reach - at the same time - their social mission. The work intends to contribute to organizational and strategic management literature by focusing on the emergence of hybrid organizations through the analysis of a project of urban regeneration. Through a case study analysis, our research deals with organizations that through a project of re-functionalization boost environmental and economic development, creating a community of cultural and creative actors.

Our findings highlight how hybrid organizations can promote social activities, job inclusion and training emphasizing the principles of cooperation, sustainability, and social entrepreneurship.

**Keywords** – Hybrid organizations; Social Innovation; Collaborative projects; Sustainability; Case study.

**Paper Type** – Academic Research Paper

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# Open Data Contribution in the Urban Management: A Case Approach during the COVID-19 Crisis

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## Abstract

In the current era, modern cities meet several challenges in providing citizens with an appropriate level of services to manage urban development. Knowledge management and digital transformation are recurrent themes in governments' agendas and technologies support policymakers as well as enable citizens towards a knowledge and digital-based perspective. In other words, in the past few years, thanks to the digitization process, city administrations have been capable of ensuring transparency and participation in the decision. In such a context, open data represents a valuable trend to face the threats opposing urban development. They can significantly improve the effectiveness of local policies and the quality of life of citizens.

Open data, publicly shared by modern cities, made this process possible. They allow researchers and private citizens to investigate matters related to public services, providing powerful insights for policymakers improving the shared value inside the city borders.

This study investigates how the transportation sector has been affected by policymakers' decisions during the period of lock-down established in the area of the metropolitan city of Rome. The data used for the purpose of the study are related to the car accidents that occurred before and during the pandemic emergency, provided by an open data initiative of the municipality of Rome. This research provides useful insights about how the Italian policymakers managed the crisis due to the pandemic emergency. Investigating how specific policies actually affect mobility represents a valuable point of comparison in managing comparable future crises. It also shows how it is possible to spread technology and data-oriented culture to lead to an actual improvement of the open data provided by public administrations in quantity as well as in quality. Thus, a technology and data-oriented culture can represent the indispensable base for open innovation to be applied to the Italian's public services.

**Keywords** – open data, open government, knowledge management, digital innovation, pandemic emergency.

**Paper Type** – Practical Paper

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# Rethinking Smart Inclusive Cities

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## Abstract

Cities of tomorrow as smart communities use information and communication technologies to drive innovation and promote sustainable and inclusive urban growth, improving the quality of life, and developing the city as an inclusive and smart community. A smart city helps shape the city of the future as sustainable community. An inclusive city helps support sustainable urban development, strengthening a collaborative and participatory space of action and strategy among public and private actors and stakeholders. Smart cities help the city to identify a pathway for sustainable future, building sustainable and inclusive cities as smart communities. Cities select a pathway for building an inclusive city, promoting a smart city vision and developing a smart community.

**Keywords** – inclusive cities, smart cities, smart communities, urban sustainability

**Paper Type** – Academic Research Paper

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# The Role of NGOs in Innovation Value Chains

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## Abstract

The work aims to model the behavior of Non-Governmental Organizations (NGOs) as representatives of civil society to investigate how they contribute to the development of Innovation Value Chains (IVCs) under consideration of Responsible Research and Innovation (RRI) keys and practices. Specifically, we examined how the presence of NGOs within a network influences the diffusion of RRI practices among ecosystem actors and whether a strong orientation of NGOs to RRI practices implies a stronger push of partners towards RRI. In addition, the impact of NGOs on the diffusion of knowledge and heterogeneity of innovative networks is analyzed.

To this aim, we adopt the Agent-Based Modelling and Simulation (ABM&S) as the main methodology. ABM can model a heterogeneous population of actors who interact both with each other and the environment in a complex system with unpredictable results, without previous knowledge or assumptions about higher-level phenomena resulting from the agents' activities; moreover, it enables us to understand the dynamics of the system and not just the final state.

An experimental setting is proposed, and different simulation experiments are performed. The experiments show that NGOs contribute to the diffusion of RRI practices within the ecosystem when adopting intermediate values of RRI to evaluate the possibility of joining innovative consortia. In fact, using an excessively stringent selective strategy on RRI keys results in a worse performance regarding the diffusion of RRI throughout the ecosystem. Moreover, very RRI-oriented NGOs imply a greater diffusion of knowledge and heterogeneity but subordinately to their limited involvement. The work provides useful insights to Research Funding Organizations in developing guidelines for promoting RRI practices and facilitates Research Performing Organizations in adopting RRI best practices and managing innovative dynamic networks.

**Keywords** – Responsible Research and Innovation, Innovation Value Chains, Complexity, Agent-Based Modelling, NGOs

**Paper Type** – Academic Research Paper

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# A Wiki-Space Driven Approach to Reinforce Collective Learning

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## Abstract

Learning is a keystone for the development of a collective intelligence environment. Specifically, in a collaborative effort within inter-organizational ecosystems, learning can create new knowledge with the potential to influence behaviour and activate organisational collaboration as well as redesign social aspects and reconfigure the existing norms and values. To mobilise collective intelligence, creating crowdsourcing environments can be considered as learning experience tools that provide information based on real-life contexts. For migrants and refugees learning to access and feed reliable information can be a fundamental path toward their integration into a host community.

To validate the possibility of developing a collective intelligence environment in a form of a wiki-space for (and by) migrants, this paper adopts the Triple-Loop Learning mechanism and the three learning drivers (what, how, and why) developed by the easyRights project. To do that, the paper presents the lessons learned from two hackathon initiatives organised in Palermo in Italy and in Malaga in Spain. The two subsequent hackathon initiatives had the scope to a) frame the wiki-space as an informative and crowdsourcing environment, b) create reliable content, and c) activate the necessary governance to guarantee its sustainability after the project's termination for the very complex and ambiguous procedure of job seeking. The results led to a shared solution among the two cities as a service to sustain migrants' job seeking in the form of a wiki-space with two collective learning spheres: the methodology (the how dimension), and the platform itself (what, how, why dimensions). Through the findings from the two pilots' learning experiences, the paper essentially discusses how the project targets a systemic change by revisiting the existing knowledge in the organizations and creating a crowdsourcing platform of collective intelligence through a new mechanism that feeds the creation of values in different extents (societal, approach and service) toward a more inclusive society.

**Keywords** – Collective learning, Crowdsourcing platform, Wiki-spaces

**Paper Type** – Academic Research Paper

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# Co-Patenting and Network Structure: Their Impact on Firm Performance

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## Abstract

To stay abreast of the dynamic market and technological environment, firms should improve their innovation and economic performance continuously. To cope with such requirements, companies often adopt an Open Innovation (OI) strategy. Among several possible OI strategies, co-patenting is a tool to develop innovation with more actors. Thus, companies leverage time by time their innovation network in which each actor represents a node and the knowledge between the companies the link existing between the nodes. The work aims to investigate if and how different innovation networks, foster the innovation and economic performance of firms. An agent-based model and simulator have been developed to investigate the emergence of hubs and the impact on firm performance. The economic and innovation performances are evaluated respectively using turnover and the Innovation Patent Index (IPI). Results show that the presence of hubs in the network helps firms to increase their performance.

**Keywords** – copatenting, networks, agent-based model, performance, patent.

**Paper Type** – Academic Research Paper

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# Online Intellectual Capital Disclosure: Evidence from Italian Healthcare Organisations

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## Abstract

The present study examines the extent of Intellectual Capital Disclosure (ICD) provided by a sample of Italian Healthcare Organisations (HCOs) via the web. To this end, the study applies a manual content analysis on the websites of a sample of 132 Italian public HCOs. A disclosure index is then developed for each Italian HCO to assess the level of disclosure provided through the websites.

The study's findings indicate that Italian HCOs are aware of the importance of providing information on IC and exploiting the potential and the opportunities offered by the internet in ICD. In fact, the results show extensive use of websites by Italian HCOs to discharge accountability about IC to their stakeholders. In particular, content analysis reveals a high degree of ICD with a slight prevalence of Structural Capital (SC), confirming its crucial importance as a primary driver of performance in HCOs' value creation processes. Particular attention is also devoted to employee information. However some IC items, such as information on the cultural diversity of human resources and HCOs' international relationships and partnerships, still remain neglected.

The research makes several contributions to the existing body of knowledge on ICD. First, it broadens the scope of ICD research - traditionally focused on the private sector - by investigating ICD practices in the public sector domain. Secondly, while prior research in the public sector mainly focuses on universities and local government, this study extends previous research by providing novel insight into an unexplored context such as the HCOs. Lastly, previous research has largely used annual reports as the primary data source for ICD research. In contrast, this study investigates the websites as tools to disclose IC information voluntarily.

**Keywords** – Disclosure, Websites, Intellectual Capital, Healthcare, Performance.

**Paper Type** – Academic Research Paper

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# How Project Resilience Can be Understood and Built?

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## Abstract

The goal of this study is to advance understanding on project resilience by shedding light on resilience practices in a project that is understood as a temporary organization. While doing so, we investigated one specific collaborative and knowledge intensive innovation project, in which knowledge integration is at central core for project outcomes. Temporary innovation projects among diverse actors are grounded by adversities in employment of knowledge base, organizing project activities and interaction with environment. In this qualitative study we investigate resilience practices through which project actors address adversities of innovation project. We identified iterative process, rich interaction and knowledge flows as resilience practices. By shedding light on resilience practices in projects we contribute to research on organizational resilience and suggest that projects are important sources of organizational resilience.

**Keywords** – project, temporary organization, innovation, resilience practices

**Paper Type** – Academic Research Paper

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# The Role of an Organizational Change Project in an Italian Public Administration

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## Abstract

This paper deals with a case of organizational change "triggered" by a process of digital transformation. More specifically we refer to the management of change activated in the Supreme Court of Cassation and related to the introduction of the on-line civil trial (Processo Civile Telematico, PCT). In this case change management has been designed in accordance with a participative logic, high involvement and cooperation of the various organizational actors with the aim of re-designing activities and work processes according to a bottom-up model. In this setting, change is related not only to the innovation of rules and procedures, but above all, to the management of people, through the adoption of an approach that can we term as "behavioural".

**Keywords** – Organizational Change Project, Digital Transformation, Civil Courts.

**Paper Type** - Academic Research Paper

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# Managing Uncertainty in the Pandemic Era: The Public Management's Role in Defining Organizational Goals in Smart Working

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## Abstract

In recent decades, digital transformation processes have significantly impacted the new forms of flexible work. This demand for work flexibility has spread rapidly due to the COVID-19 pandemic (Foss, 2021; Stich, 2020). The current pandemic emergency, which began in February 2020, has had several waves that have resulted in significant changes, especially in public organizations.

Many public organizations faced a greater degree of uncertainty. To manage uncertainty, the first organizational response was the massive use of smart working (SW) to ensure operational continuity (Mascio et al., 2020, Todisco et al., 2022).

Smart working is a new form of work to ensure greater spatial and temporal flexibility for employees to improve individual well-being and organizational efficiency (Bednar and Welch, 2020; Ellerton, 2015).

However, the introduction of smart working has created difficulties in non-resilient organizations, especially in the coordination and objectives clear definition that each employee must achieve. Therefore, adopting new methodologies and approaches to manage activities and new working tools is necessary to improve communication. The description of a new working relationship is no longer on control but trust and responsibility.

More employee responsibility, aimed at ensuring an increase in organizational productivity, is based on identifying and implementing well-defined objectives, forsaking old organizational models based only on physical presence in the office, and implementing a routine.

In this rapidly changing scenario, public management plays a key role in addressing the challenges arising from the pandemic emergency. (Ansell et al., 2021).

On the one hand, public management must make smart working effective, intervening in optimizing projects and clearly defining the objectives to be assigned to employees. On the other hand, public managers must translate the challenges of smart working into development and growth opportunities for their organizations, promoting greater organizational resilience in public organizations focused on projects.

Based on these premises, through interviews conducted with ten public managers of public administrations at the local Italian level, this article aims to understand how public management, during the pandemic emergency, was able to intervene in the definition of objectives for public employees.

Furthermore, another aspect on which the following research work focuses is understanding how public management has managed to optimize significant projects for its administrations by adopting new methodologies and work approaches for the activities' management in their administrations.

**Keywords** – Smart Working, Public Sector, new forms of work, HR Management

**Paper Type** –Practical Paper

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# Walking (Together) on the Wild Side: Sharing and Co-Creating Knowledge in Public Sector Project Management

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## Abstract

Viable public value generation is realized at the intersection of the public and the private realms, involving collaborative efforts aimed at tackling the wicked issues affecting collective well-being. Public private partnerships (PPP) and Public Private People Partnership (PPPP) are privileged organizational forms for the generation of public value. The idea that PPP and PPPP can bring collective benefits nurture their diffusion. They can be conceived of as inter-organizational relationships, characterized by: 1) mutual coordination of activities; 2) shared level of risk, and 3) an organizational agreement between the partners. Interorganizational relationships are usually hosted in project settings, which enact a context for eliciting interdependencies and enable public value co-generation. Although literature has investigated the challenges related to the management of projects in the public sector, unveiling “hard” and “soft” issues for their successful accomplishment, little is known on how projects can foster the knowledge assets for public value co-creation. The article pushes forward our understanding of the antecedents, processes, and implications of knowledge sharing in project settings aimed at public value co-creation, shedding lights into the factors which encourage public sector entities and private companies to cross-fertilize their assets to co-produce public value. A systematic literature review has been accomplished, trying to comprehensively integrate the scholarly debate about knowledge sharing dynamics within projects launched by public sector entities to engage private partners and people in public value co-creation.

Altogether, 50 items were contemplated in this literature review. Four main themes emerged from the scholarly debate. Knowledge sharing and dissemination relies on contextual factors, which concern the institutional, technological, and social frameworks within which projects are implemented. Knowledge transfer is facilitated when public sector entities promote openness in the design and the implementation of value co-creation projects, introduce reliable technologies to support inter-organizational relationships, and establish trustworthy relationships with their partners. Appropriate organizational architectures should be designed to foster knowledge sharing. Two main solutions are available for this purpose: a conservative approach entails embedding boundary spanners in conventional organizational structures, enabling them to perform as bridges to promote inter-organizational exchanges; a radical way involve arranging a temporary flexible organization, which is hybridized by the partners and hybridizes their knowledge assets. Public managers should be adequately trained to effectively manage projects which are characterized by the engagement of private partners in the process of public value co-creation. Finally, the direct and indirect implications of knowledge dissemination on public value generation should be addressed.

**Keywords** – Knowledge, Project Management, Public Sector, Public-private partnership, Value co-creation

**Paper Type** – Academic Research Paper

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# Sharing Economy and Sustainability: Framing New Value Propositions in Fashion Industry

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## Abstract

This study deals with the emerging phenomenon of the sharing economy and sustainability. This phenomenon is observed within the context of the sharing wardrobe, namely the opportunity for consumers to get the availability of fashion clothes for rent and swap them with other users through the use of online platforms managed by firms that are steering these new ways of fashion consumption.

Various scholars observed in recent years how the sharing economy has changed the way to address sustainability - in all its perspectives - in societies as well as in business-to-consumer relationships and how firms are challenging these changes also through their value propositions. Anyway, the novelties brought by both the sharing economy and technology platforms supporting its development are still ongoing, thus further research efforts have been called for in recent academic literature. This is one more reason to observe the new phenomenon of sharing wardrobe, to investigate how firms address their value proposition combining a new offering with sustainable goals.

The findings from various initiatives in different countries (Spain, United States, United Kingdom, and New Zealand among others) show new customers' needs, the promotion of sustainability-oriented values, and the emerging of new market practices as the main constituencies of value propositions in this domain. These results encourage further research that might highlight the effects on consumers - in their relationships with businesses and through the effect of technologies - as well as in the societal realm.

**Keywords** –Sharing economy; sustainability; value proposition; fashion industry.

**Paper Type** –Academic Research Paper

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# Museums Driving Urban Regeneration and Community Well-Being

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## Abstract

Museums contribute to urban regeneration processes and develop communities, contributing to their wellbeing. Culture helps to support urban innovation, opening up to urban regeneration as a source of well-being for communities. Social innovation, as well as a dynamic vision for urban change management and sustainable development, might be enhancing factors. Museums contribute to urban redevelopment strategies and act as social agents of change and spaces of cultural innovation and experimentation to revitalize urban spaces, fostering solidarity, integration, and collaboration. Museums select a pathway for building community wellbeing, by social innovation, driving urban regeneration processes that benefit urban communities and environments.

**Keywords** – museums, urban regeneration, social innovation, urban communities

**Paper Type** – Academic Research Paper

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# Modelling Theories, Experiences and Practices of Positional Innovation in Food Industries: Designing a Survey-Based Research Methodology

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## Abstract

The aim of this paper is to introduce and discuss the design and the main contents of a survey-based research methodology supporting data collection to better understand how food companies identifies and manage levers, practices and initiatives of positional innovation. After a literature review aimed to briefly modelling theory about the role and the characteristics of the positional innovation, and on the base of a first testing of the survey-based research methodology, the article presents then a set of empirical evidences gathered in the Italian context useful to clarify theory and to show how the various conceptual issues may be operatively and effectively applied.

In order to implement the survey-based research methodology to investigate more widely experiences and practices of positional innovation in food industry, a dedicated questionnaire has been elaborated. The items of the questionnaire have been built combining the results of a desk research with empirical deductive data collected through dedicated focus groups and interviews with experts and opinion leaders. A first test of the questionnaire has been carried out on a sample of Italian leading companies in food industry through collecting public available data. The questionnaire includes currently three main sections: Section 1 – Company's data; Section 2 – The main goals of the positional innovation strategy; 3- The intended levers and actions implemented by companies to manage practically positional innovation.

Although there is an increasing need to inform companies producing mature and “not technology-driven” goods as food about how to analyse, shape and renew their management and innovation practices, there is still a general lack of empirical data around the real goals, orientations, needs, expectations that food industries feel and put in place to revise and innovate their products in terms of perceived value. Accordingly, it is of strategic value to build knowledge and collect data around positional innovation experiences and practices for the development and the sustainability of the food industry. In order to fill this gap, this paper provides then a survey-based research methodology capable to theoretically support the data collection grounding a better understanding of the managerial initiatives of positional innovation defined and implemented by food companies.

On the base of the testing of the research design and methods, it emerges from one side the strength and the quality of the tool to identify significant knowledge domains and collect related data about positional innovation; and, on the other side, the variety and the multifaceted aspects through which positional innovation can be operatively translated and managed.

**Keywords** – Positional Innovation; Intangible assets; Food Industries; Survey

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# Management of Innovative Learning Spaces: Toward an Assessment Tool

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## Abstract

In the current turbulent socio-economic scenario, new spaces to foster innovation and boost learning are acquiring increasing importance, becoming key objectives for public and private organizations. These spaces may be described as spaces of interaction between individuals, their behaviors, and the external environment (Morris, 2020; Ellis e Goodyear, 2016). Today's companies need more and more to improve and foster their processes of knowledge creation, sharing and transfer and properly managing learning spaces. Learning spaces can be considered places where knowledge is created, shared, and applied; therefore, they can be found in every organizational and geographical context in which generation and application of knowledge are key factors. (Kuuskorpi et al, 2011). Although several studies have discussed the features of learning space, especially in educational contexts, there is still a gap regarding a comprehensive view of the distinguishing dimensions of this space in an organizational context (Ryan, 2016; Basye, D. et al, 2015; Menninen et al, 2007). Identifying the key dimensions characterizing a learning space would help better manage and assess its performance.

In such a prospect, based on an extensive review of literature, this study analyses the evolution of the notion of learning space, its features and main performance dimensions and proposes a holistic definition of learning space by highlighting its main dimensions, in educational and organizational contexts. The research results synthesize data and knowledge gathered from the literature review and offer implications and insights both for theory and practice. In fact, the findings suggest specific variables and dimensions to consider in assessing and managing learning spaces. From a practical viewpoint, the paper provides managers with a conceptual framework for the assessment and the management of organization learning space.

**Paper Type** - Academic Research Paper

# **ANNOUNCEMENT OF THE IFKAD 2023**

18<sup>th</sup> International Forum on Knowledge Asset Dynamics

**14-16 June 2023**

**Matera, Italy**

## **Managing Knowledge for Sustainability**

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The aim of IFKAD 2023 is to develop an understanding of the new approaches, models, tools and practices of knowledge and innovation management required to effectively address the growing pressures and the emerging opportunities deriving from the “sustainability agenda”.

Knowledge management has been widely acknowledged as an essential process to guarantee and support competitive organisational advantages. More recently, a renewed attention on the knowledge-based dimensions has emerged because of their fundamental role as a facilitator of strategies and enabling factors in the managerial and policy approaches and actions related to sustainability as multifaceted and complex concepts grouping environmental, political, economic, and socio-cultural issues.

The emerging context of sustainability orientation determines a set of changes in the positioning and in the business modelling of the organisations, where the issues of the social and environmental responsibility gain the same importance as the economic viability. Therefore, in this scenario, knowledge management needs to be treated as a new paradigm of development to foster compliance with the new economic, environmental and social sustainability guidelines.

Focusing on the organisations’ new demands, constraints and opportunities regarding the requirements to be fitted with the sustainability implications, a significant need for studies discussing these issues further stands in different research streams. In particular, it seems to emerge an increasing need to understand better how to improve knowledge management processes and practices to better frame and assess the environmental, social and economic impact of sustainability-driven initiatives.

At the 18th edition of IFKAD, we wish to elaborate, extend and improve theories and discuss and share findings, practices and experiences to inform academic, managerial and policy debates about the role of the knowledge drivers to stimulate and support the organisational capacity to address the emerging challenges of the sustainability. By developing and implementing new products and services, re-thought operations, new ways to conceive and use technology and digitalisation, renewed relationships with customers and stakeholders, and new business models.

We look for your contribution to making IFKAD 2023 the forum and the place to advance academic understanding of how managing knowledge organisations can face business and socio-

economic challenges related to sustainability both at the micro, meso and macro-level of investigation. Moreover, IFKAD 2023 aims to provide also valuable insights to help leaders, managers and policy-makers to re-think their organisations according to a new way to perform business and services and help them to try to answer the questions about what practical initiatives might be taken going beyond the rhetoric of the “greening”.

#### **KEYDATES FOR YOUR CALENDAR**

2 September 2022 – Call for Tracks Proposals

23 September 2022 – Tracks Proposals Submission Deadline

30 September 2022 – Acceptance Notification to Tracks Organizers

10 October 2022 – Announcement of Special Tracks and Call for Abstracts

9 January 2023 – Extended Abstract Submission Deadline

31 January 2023 – Abstracts Review Results Notification to Authors

10 March 2023 – Early-Bird Registration Cut-Off

17 April 2023 – Full Paper Submission Deadline

20 May 2023 – Registration Deadline

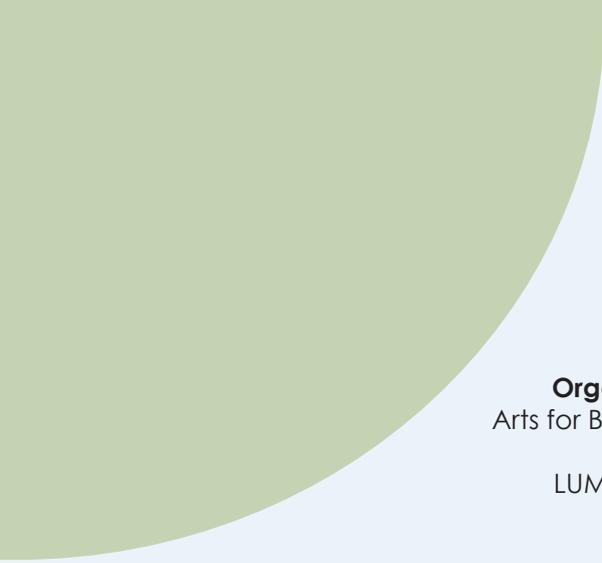
14-16 June 2023 – Conference Days











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