

# TECHNOLOGICAL INNOVATION PATTERNS

## GRASPING THE OPPORTUNITY & HANDLING THE THREATS

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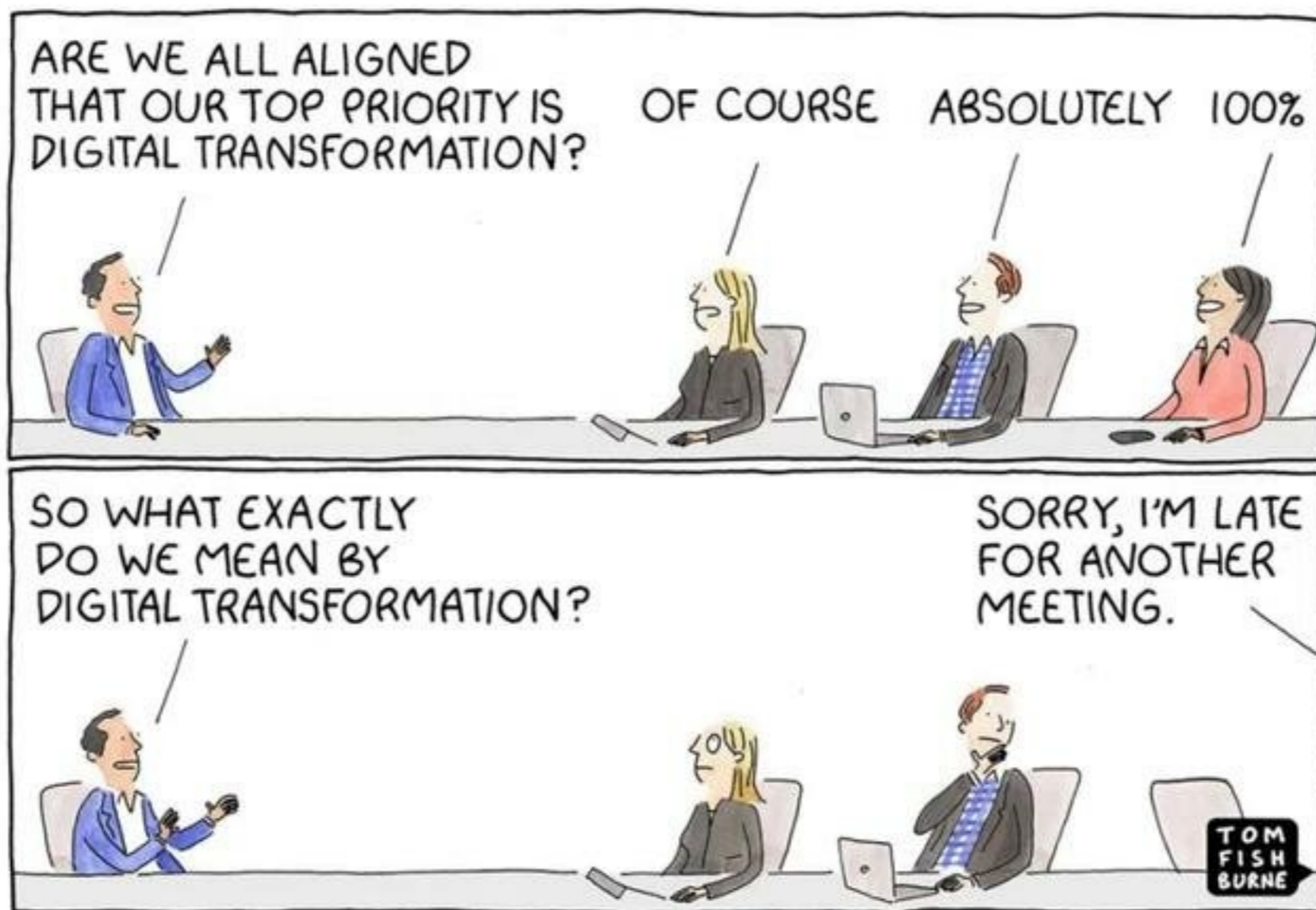


# PAST: LARGE COMPANIES





# PAST: SMEs



# PAST: STARTUPS



# PAST: STARTUPS

- A recent study by Centobelli et al. (2020) investigated the digital attitude of 6,178 Italian startups listed in the Register of Innovative Startups

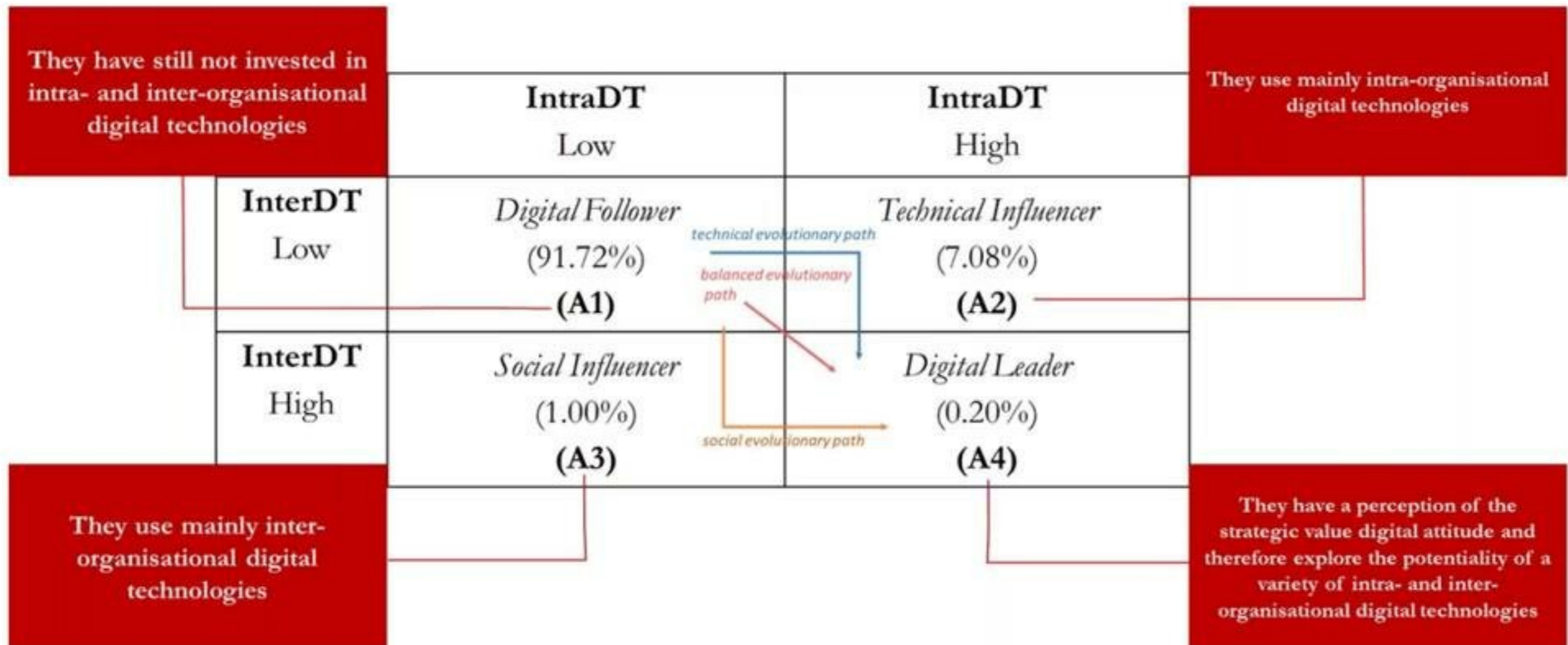
|                 | IntraDT<br>Low                                     | IntraDT<br>High                                       |
|-----------------|--|---|
| InterDT<br>Low  | <i>Digital Follower</i><br>(91.72%)<br><b>(A1)</b> | <i>Technical Influencer</i><br>(7.08%)<br><b>(A2)</b> |
| InterDT<br>High | <i>Social Influencer</i><br>(1.00%)<br><b>(A3)</b> | <i>Digital Leader</i><br>(0.20%)<br><b>(A4)</b>       |





# PAST: STARTUPS

- A recent study by Centobelli et al. (2018) investigated the digital attitude of 6,178 Italian startups listed in the Register of Innovative Startups



Source: Centobelli P., Cerchione E., Esposito E., Passaro, R., Quinto, I. (2018).

“Digital attitude of startups: Evidence from Italy”



# PAST: STARTUPS

- The results of the analysis highlight a situation of a generally weakness of the digital attitude of startups for both inter- and intra-organisational digital technologies
- Startups may take advantage of the impact of digital technologies by better exploiting the opportunity offered by the digitalization
- From the digital providers' perspective, this paper stresses that startups typically do not have dedicated resources to monitor the process of innovation in the field of digital technology management.
- Nevertheless, they may well represent a significant market. To seize this opportunity, it is necessary create not only a new market segment dedicated to startups but also direct channels of communication between startups and digital providers.
- Policy-maker may create specific policy measures aimed to develop a balanced adoption of Intra- and Inter-DT in order to evolve through a balanced evolutionary path

Source: Centobelli P., Cerchione E., Esposito E., Passaro, R., Quinto, I. (2018).

"Digital attitude of startups: Evidence from Italy"



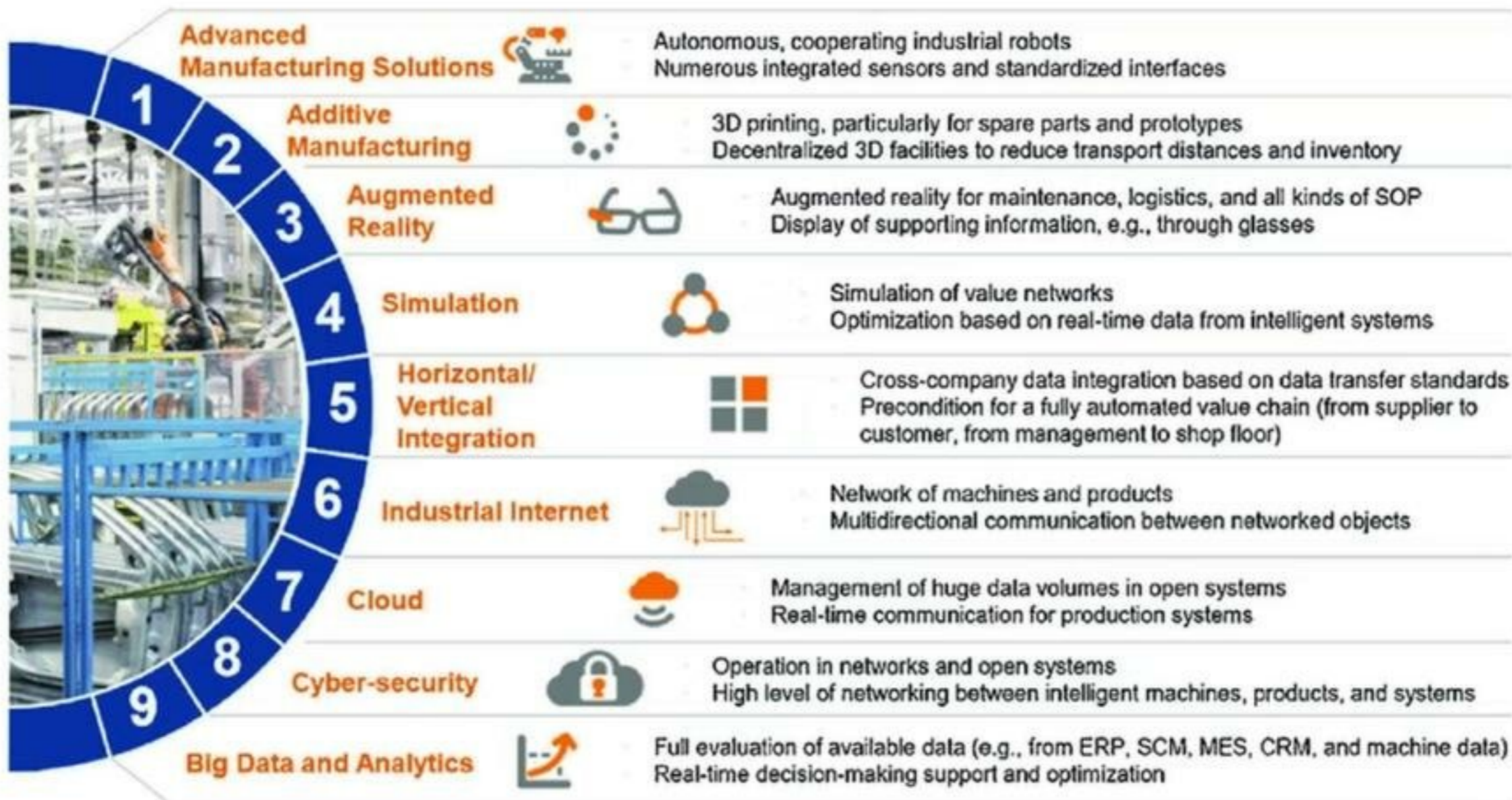


# PRESENT





# PRESENT



Source: Confindustria, MATTM, MEF, MIPAAF, MISE

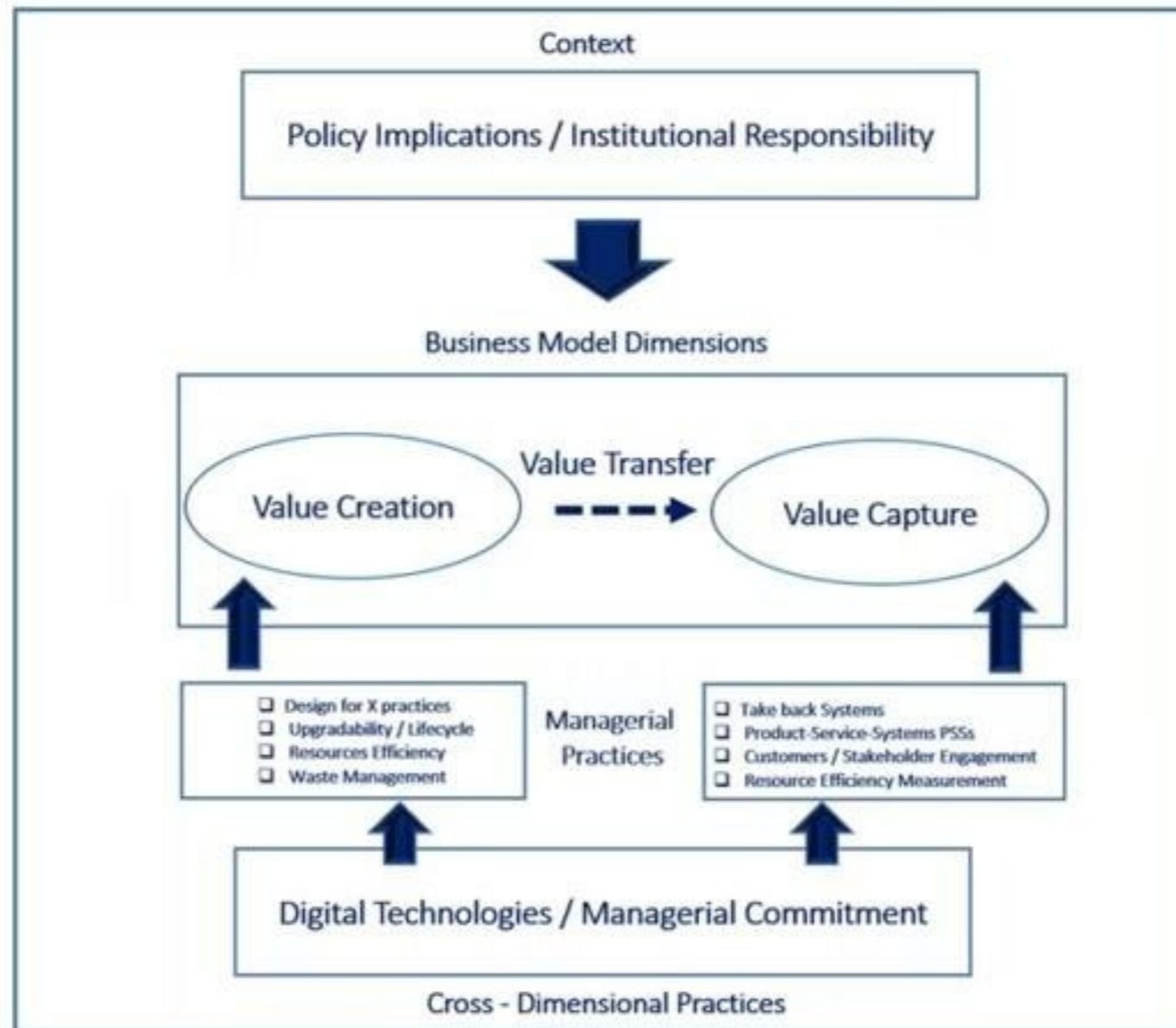


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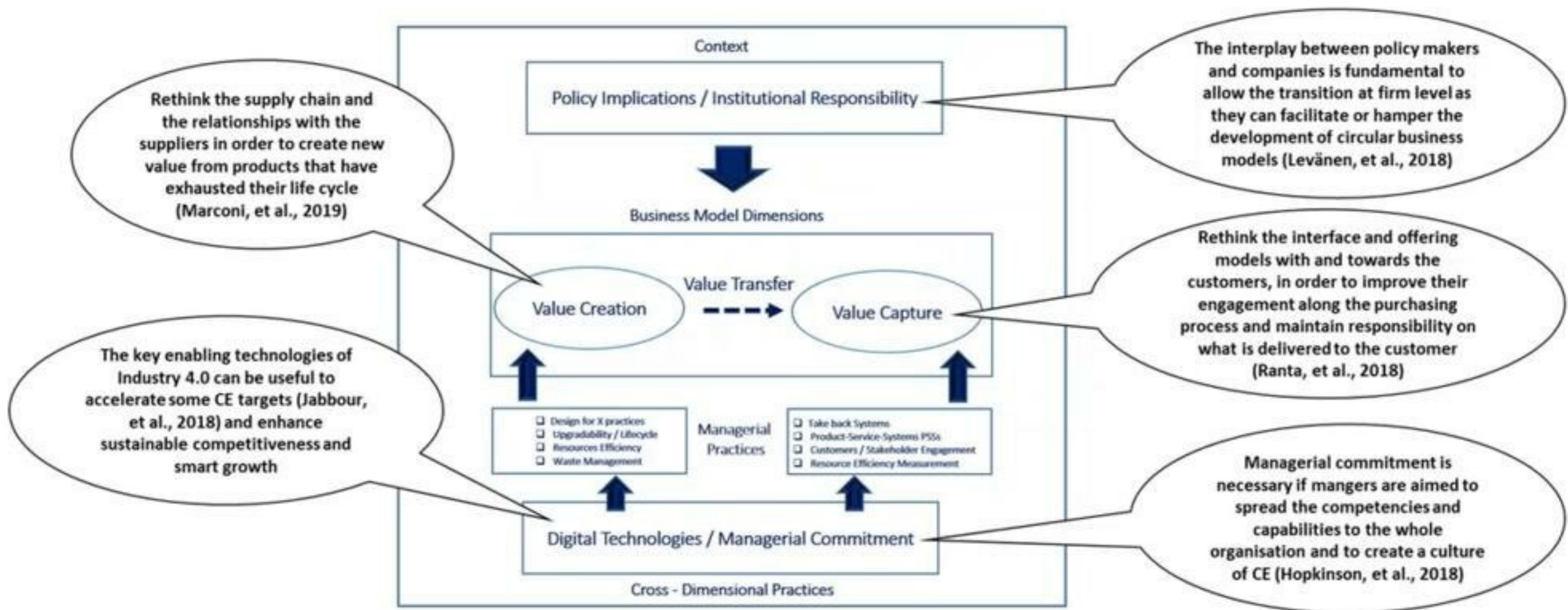




# PRESENT: CE BUSINESS MODELS



# PRESENT: CE BUSINESS MODELS



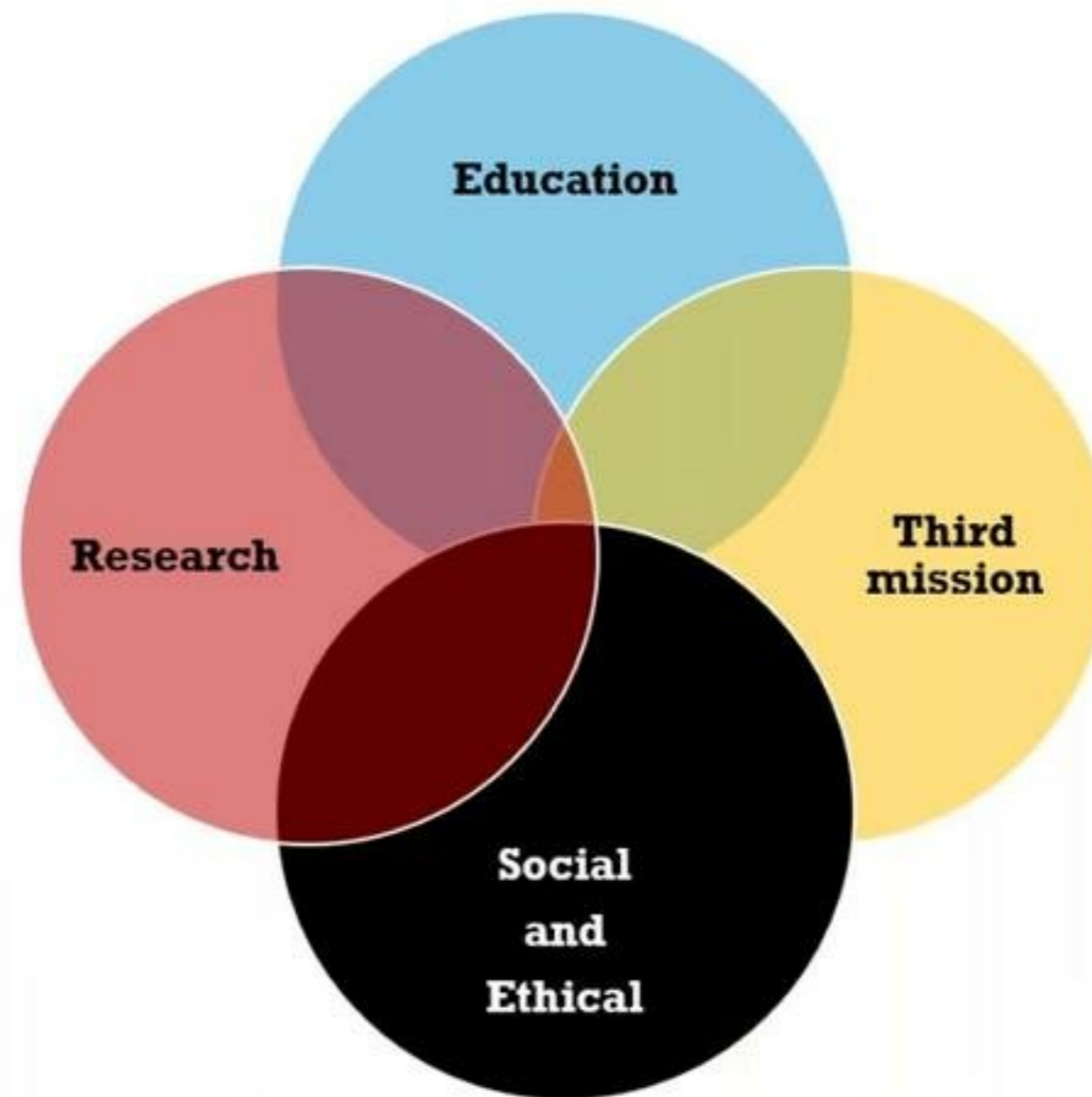


# PRESENT: CE BUSINESS MODELS

| Thematic Area   | Emerging Research Questions   |
|---|---|
| <i>Contextual Factors</i>   | <ul style="list-style-type: none"> <li>• Which is the role of policy makers and third sector associations in promoting the CE?</li> <li>• Are there distinctive and common patterns into the different experiences related to the implementation of CE strategies at national and regional level?</li> <li>• Which are the main drivers of success of a national/regional innovation system (education, institutional stability, expense in R&amp;D, etc) supporting CE?</li> </ul> |
| <i>Circular Business Model Dimensions</i>                           | <ul style="list-style-type: none"> <li>• Which are the drivers of value creation in a CE business model?</li> <li>• Which is the meaning of value creation, capture and transfer in a CE business model?</li> </ul>   |
| <i>Managerial Practice for Value Creation, transfer and capture</i> | <ul style="list-style-type: none"> <li>• How is it possible to innovate a business model for CE?</li> <li>• Which is the role of customers in the value creation in the context of CE?</li> <li>• How does company's network impact on the value creation, transfer and capture within a CE business model?</li> </ul>  |
| <i>Cross - Dimensional Practices</i>                                | <ul style="list-style-type: none"> <li>• Which is the impact of digital technologies on an organizational supporting CE?</li> <li>• How does the implementation of a CE business model impact on human capital?</li> <li>• Which are the meaning of intangible assets in a CE business model? Which are new metrics for measuring the value in a CE business model?</li> <li>• Which is the meaning of Industry 4.0 and Digital Humanity in a CE perspective?</li> </ul>            |



# PRESENT: OPPORTUNITY AND THREATS





**BEFORE digitalization - PROs**

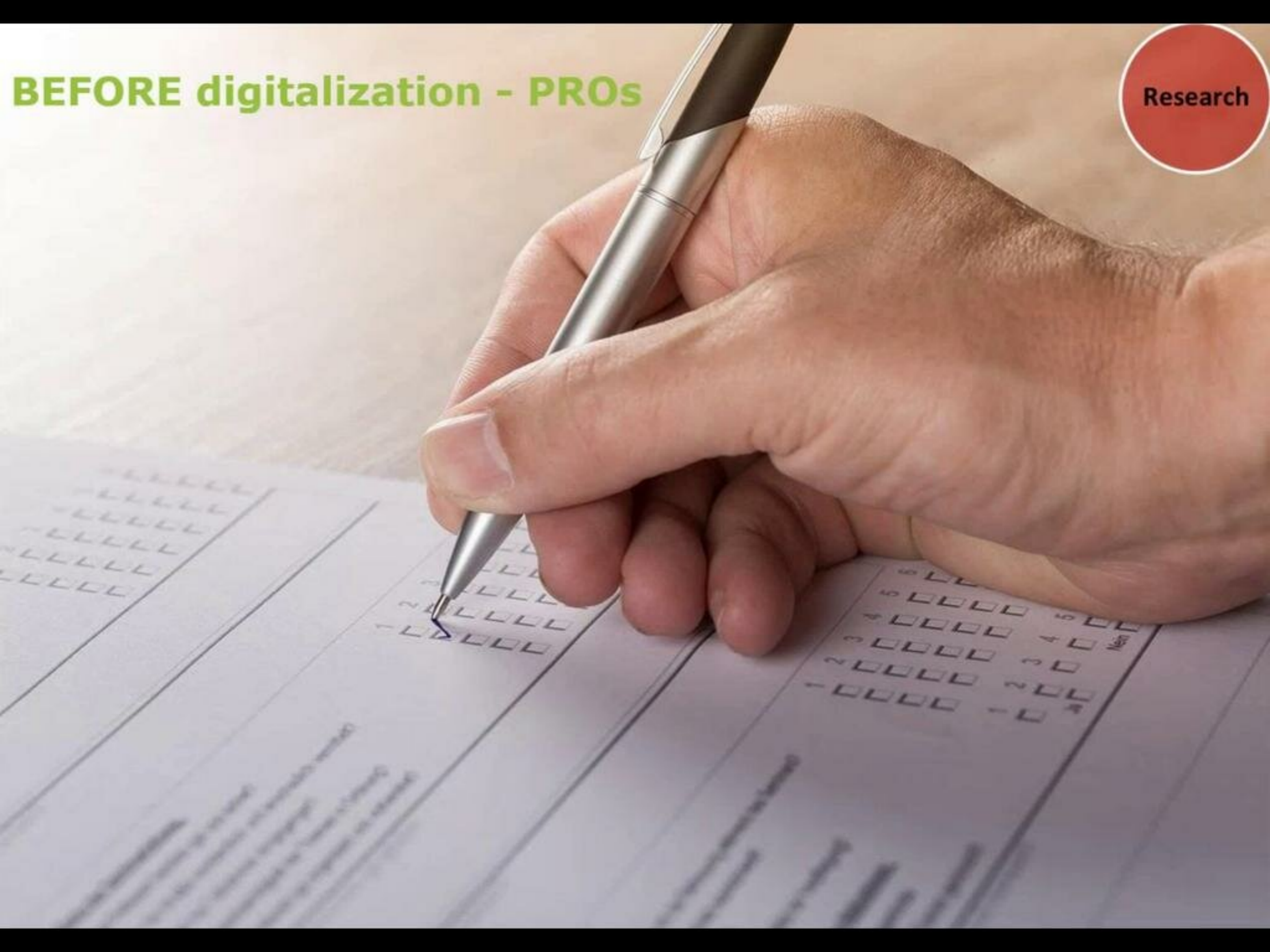
Research





# BEFORE digitalization - PROs

Research





**BEFORE digitalization - PROs**

Research



**BEFORE digitalization - PROs**





# BEFORE digitalization - CONs

Research





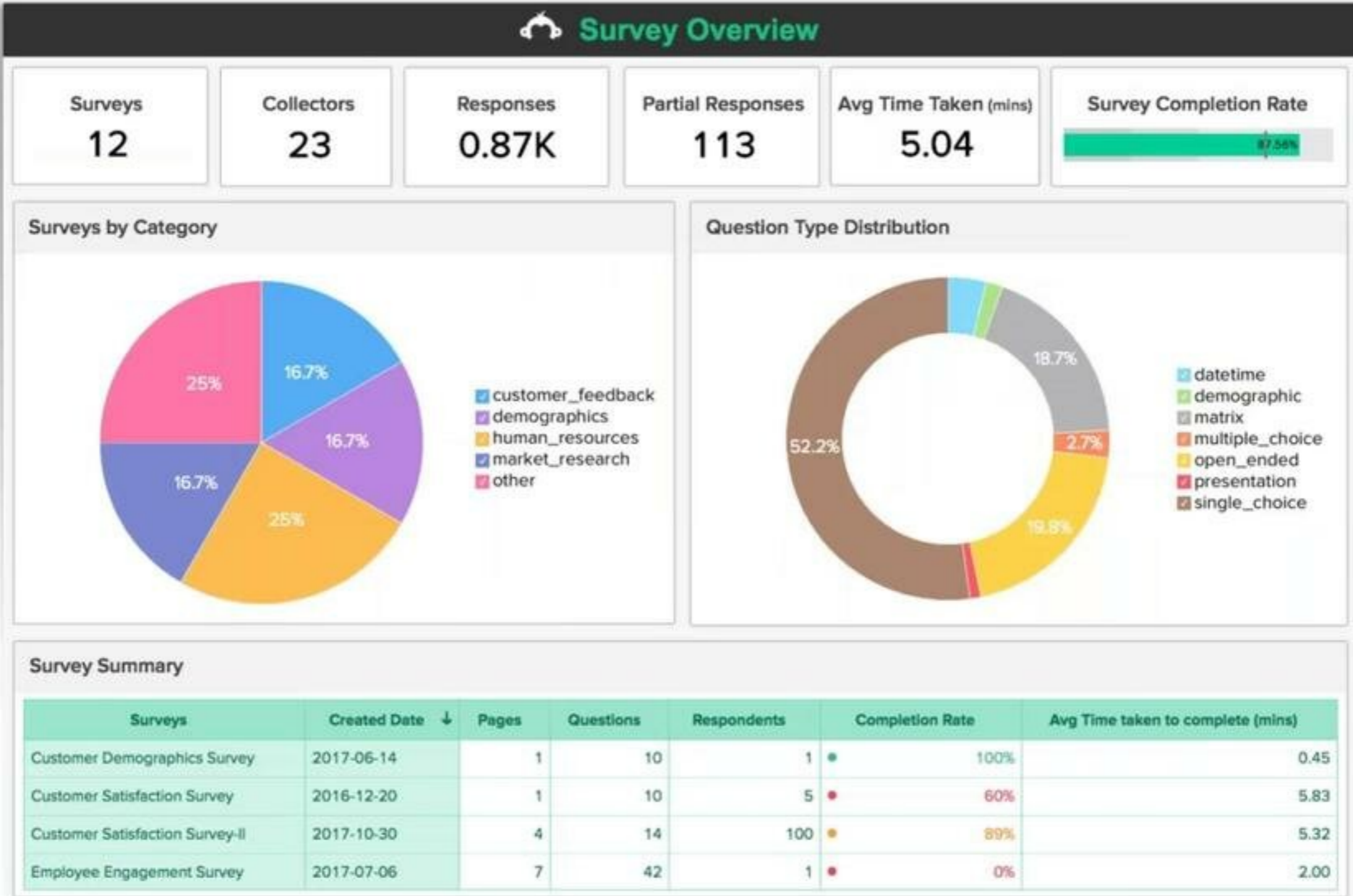
# BEFORE digitalization - CONs

Research





# AFTER digitalization - PROs



# AFTER digitalization - PROs

The screenshot shows the Yoast Real-time Content Analysis tool interface. At the top left is the Yoast logo. A navigation bar contains links for Home, Academy, Software, Review your site, and About us. A search bar is located on the right side of the navigation bar. Below the navigation bar, there are links for SEO blog, eBooks, and Courses. The main content area has a breadcrumb trail: Home > Yoast SEO plugin > Real-time Content Analysis. The title of the page is "Real-time Content Analysis". On the left, there is a text input field with the placeholder text "Start writing your text!". On the right, there is a section titled "Your SEO score" with the text "This is the overall score for your text and snippet preview." Below this text is a circular progress indicator that is currently empty.

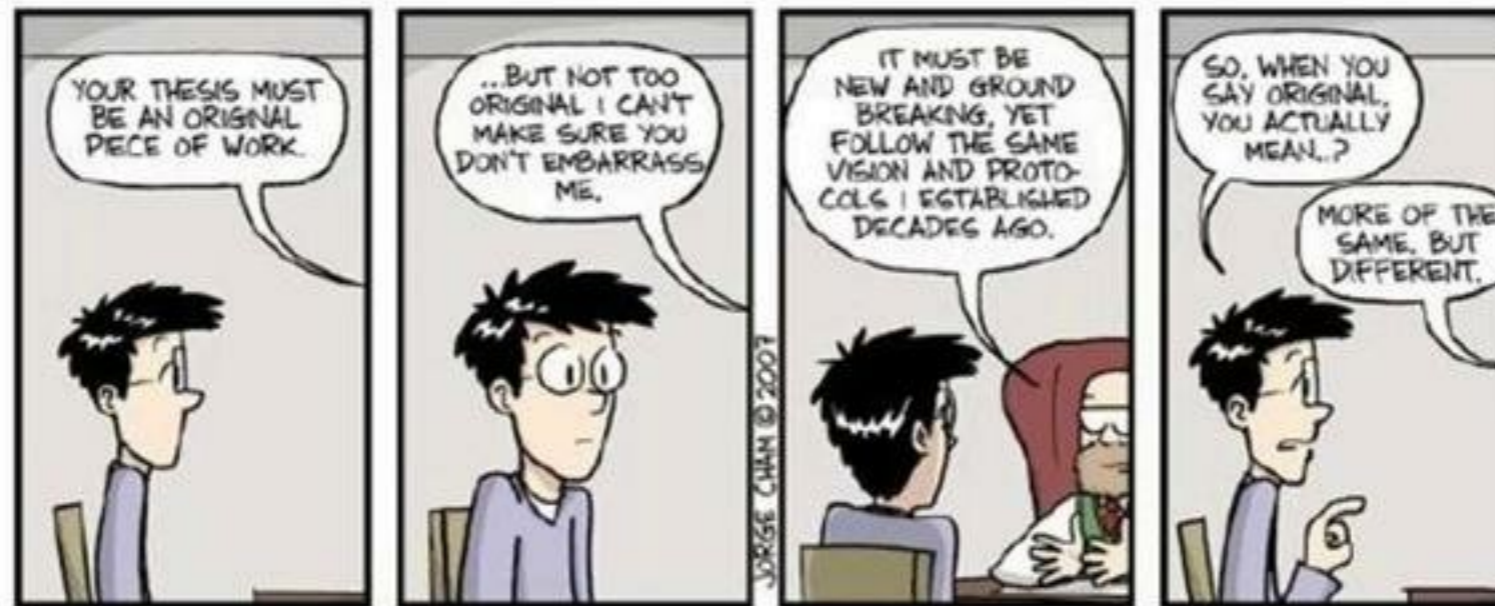




# AFTER digitalization - CONs

Don't do "more of the same"...

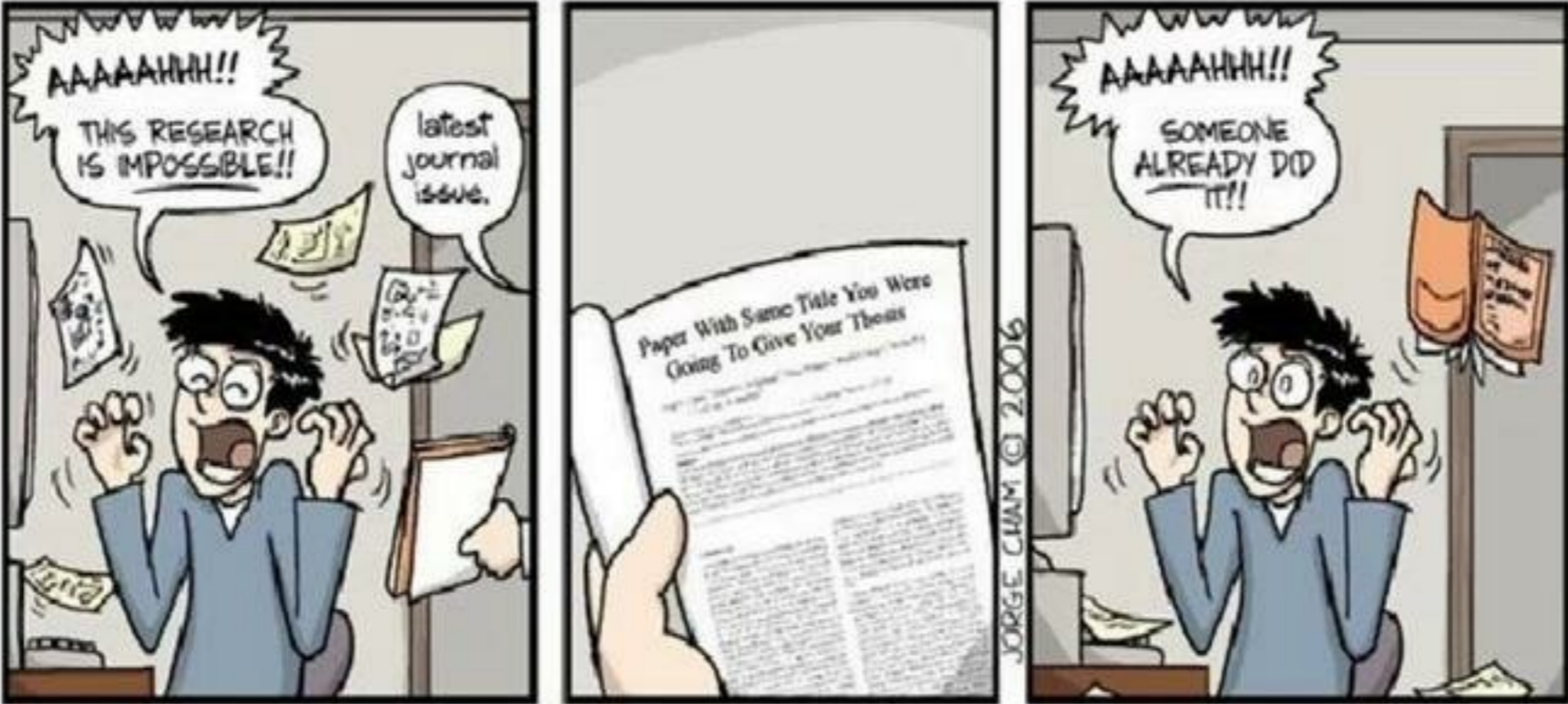
Implication of incomplete literature review!



# AFTER digitalization - CONs

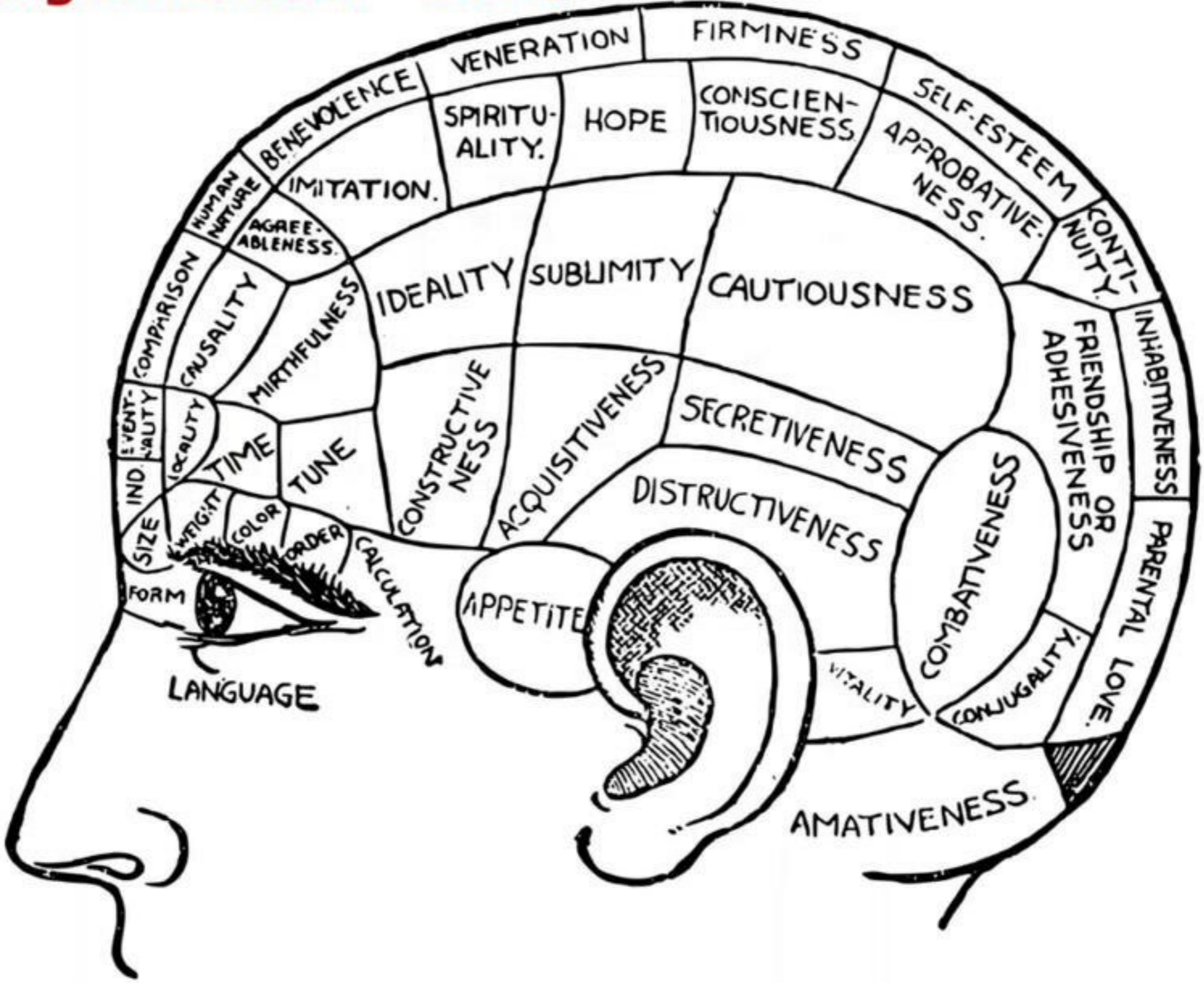
Don't reinvent the wheel...

Implication of incomplete literature review!





# AFTER digitalization - CONs



# AFTER digitalization - CONs

Research





# BEFORE digitalization - PROs





# BEFORE digitalization - PROs

Teaching





# BEFORE digitalization - CONs





# BEFORE digitalization - CONs





# AFTER digitalization - PROs

Teaching



# AFTER digitalization - PROs

Teaching





# AFTER digitalization - PROs

Teaching



# AFTER digitalization - PROs

Teaching



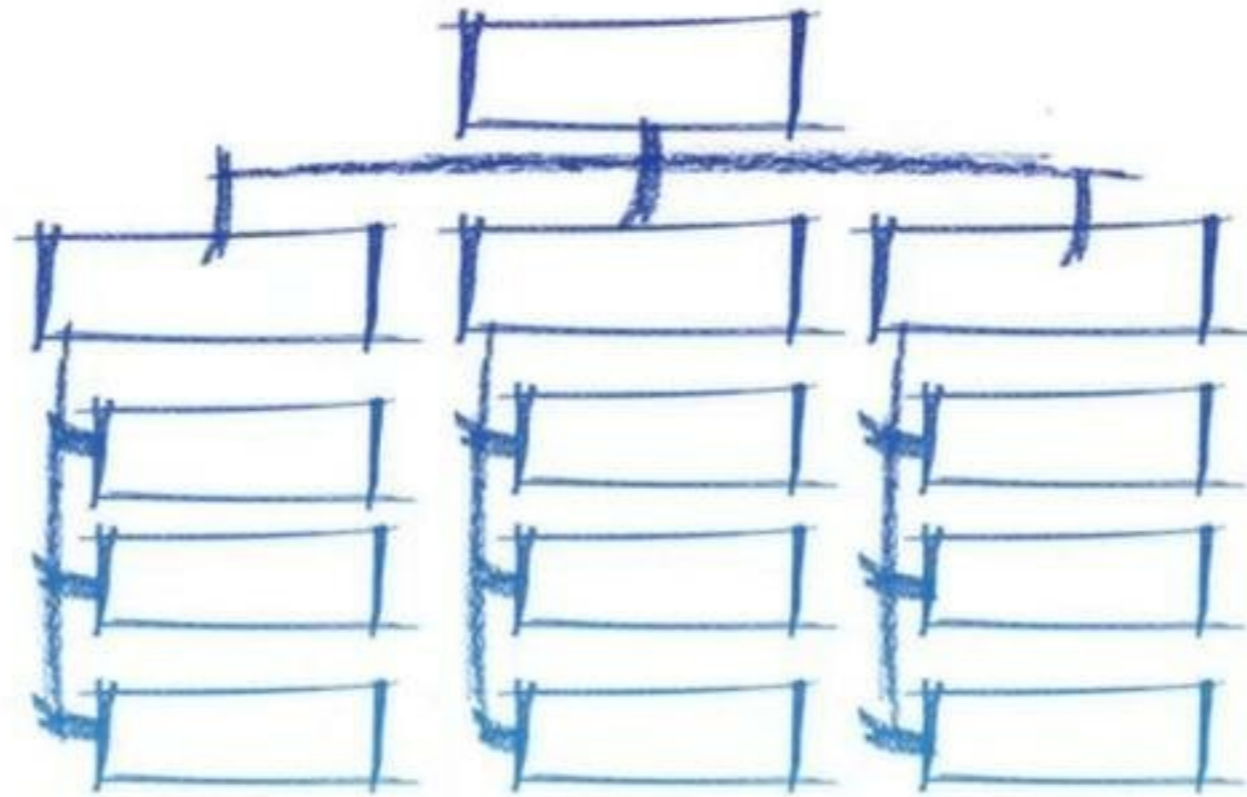


# AFTER digitalization - CONs

Teaching



# AFTER digitalization - CONs





# BEFORE digitalization - PROs

Third mission





# BEFORE digitalization - PROs

Third mission





# BEFORE digitalization - CONs

Third mission





# BEFORE digitalization - CONs

Third mission





# AFTER digitalization - PROs

Third mission



# AFTER digitalization - PROs

Third mission





# AFTER digitalization - PROs

Third mission



# AFTER digitalization - PROs

## Einstein, Albert

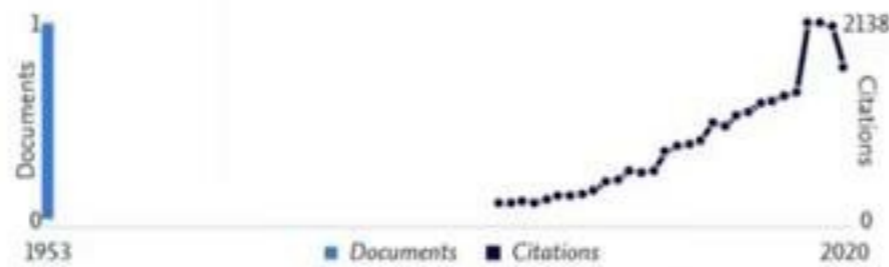
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Documents by author  
25203  
Citations by 22152 documents  
41  
h-index:

### Document & citation trends



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# AFTER digitalization - PROs



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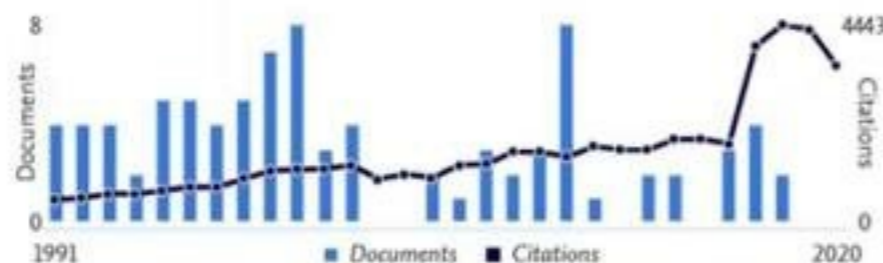
### Metrics overview

163  
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75  
h-index

### Document & citation trends



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# BEFORE digitalization - PROs





# BEFORE digitalization - CONs



# AFTER digitalization - PROs

Social  
and  
Ethical





# AFTER digitalization - CONs



## A Broken Social Elevator? How to Promote Social Mobility







**WE ARE THE LAST WITNESSES OF THE MOST DISRUPTIVE TECHNOLOGY AND KNOWLEDGE REVOLUTION...**



# FUTURE? 😊

# THANKS FOR YOUR ATTENTION

