

# Workshop Program

March 14-15, 2019 University of Padova  
Sala Carmeli | Via G. Galilei, 36 Padova

Creating Value  
Through Manufacturing:  
Exploiting Industry 4.0  
in a Circular Economy Framework



## Thursday - March 14th

### 14.30 - Opening remarks

Giulio Cainelli - Director DSEA University of Padova  
Eleonora Di Maria, University of Padova

Chair: Eleonora Di Maria, University of Padova

### 15.00 - Keynote Speech

Prof. Steffen Kinkel  
Karlsruhe University of Applied Science

### 15.45

#### Industry 4.0 In Europe: A Multi-Level Analysis Of The Programs Facilitating Transition

Jose-Luis Hervas-Oliver (ESIC Business & Marketing School, Universitat Politècnica de Valencia)  
Silvia Mompó, Cesar Taboas (Universitat Politècnica de Valencia)

### 16.15 Coffee break

### 16.30

#### Technological integration in Industry 4.0: What drives the emersion of European champions?

Alessandro Muscio (University of Foggia)  
Andrea Ciffolilli (Ismeri Europa S.r.l.)

### 17.00

#### Do Industry 4.0 technologies matter when companies evaluate reshoring decisions? A literature review

Luciano Fratocchi  
Cristina Di Stefano (University of L'Aquila)

### 17.30 Conclusion

## Friday - March 15th

### 9.30 - Welcome

Chair: Andrea Furlan (University of Padova)

### 9.45

#### Does Industry 4.0 pay off? Performance and the role of marketing

Marco Bettiol, Mauro Capestro, Eleonora Di Maria (University of Padova)

### 10.15

#### Enabling factors in SMEs digital technology adoption: international openness, human capital, and patient finance

Giancarlo Corò, Mario Volpe (Ca' Foscari University)

### 10.45

#### The path (dependency) toward the adoption of Industry 4.0 technologies in SMEs

Daniele Battaglia, Paolo Neirotti, Riccardo Ricci (Politecnico di Torino)

### 11.15 Coffee break

### 11.30

#### The role of the exploration breadth in digital transformation: lessons from Industry 4.0

Marco Paiola, Roberto Grandinetti (University of Padova)

### 12.00

#### Industry 4.0 technologies and servitization: an exploratory analysis in the mechanical sector

Guido Bortoluzzi (University of Trieste), Maria Chiarvesio, Raffaella Tabacco, Rubina Romanello (University of Udine)

### 12.30

#### Digital Machines, Space And Time: A Sociomateriality Exploration In Motorsport Manufacturing

Paolo Aversa (Cass Business School, City University London), Daniela Iubatti, Gianni Lorenzoni (University of Bologna), Marco Formentini (Audencia Business School)

### 13.00 Lunch

Chair: Marco Bettiol (University of Padova)

### 14.00

#### STEEL 4.0: Opportunities And Challenges Of Industrie 4.0 In The Steel Sector

Laura Tolettini (HHL Leipzig Graduate School of Management; ESF Elbe-Stahlwerke Feralpi GmbH) and Claudia Lehmann (HHL Leipzig Graduate School of Management)

### 14.30

#### The strategic orientation towards Industry 4.0 of creative intensive innovative start-ups in Italy

Silvia Rita Sedita, Silvia Blasi (University of Padova)

### 15.00

#### Industry 4.0 & Customer Co-Creation Process

Giacomo Büchi, Monica Cugno, Rebecca Castagnoli (University of Torino)

### 15.30 Coffee break

### 15.45

#### Operational excellence and Industry 4.0 in action: interdependencies and performance implications

Andrea Furlan, Ambra Galeazzo (University of Padova)

### 16.15

#### Sustainability Strategies, Investments In Industry 4.0 And Circular Economy Results

Valentina De Marchi, Eleonora Di Maria (University of Padova)

### 16.45

#### Open discussion

### 17.30

#### Conclusive remarks and future research agenda

Eleonora Di Maria, University of Padova