

Marco Bettiol

Personal Information

Born in Treviso, 16.10.1974

Email: marco.bettiol@gmail.com

Education

2000 – Degree in Business Administration- Università Ca' Foscari di Venezia

2000/01 – Ph.D in Economic Sciences at the Department of Business Economics and Management at the faculty of Economics of the University of Udine, Italy

MAIN ROLES AND ACTIVITIES

- Researcher in Economics and Company Management at the Faculty of Political Science and now at the Department of Economic and Business Sciences of the University of Padua.
- researcher at Venice international University - TeDIS
- Co-ordination of the project OSLP Open Source Learning Project supported by TeDIS Center
- Teaching assistant to the class: “Enterprise strategy” held by Prof. Enzo Rullani at Università Ca' Foscari di Venezia.
- Teaching assistant to the class: “ICT and Community Management” held by prof. Stefano Micelli at Venice International University.
- Design of CREB website, an Online Collaborative Environment for public administrators developed by The Municipality of Venice, Italy.
- DESIGN of INFOEUROPA, Online news magazine for public administrators developed by The Municipality of Venice, Italy
- Scientific Contribution to the Project “Professional Communities online” financed by the Italian Ministry of Labour.
- Scientific contribution to Fondazione CUOA – Vicenza for the project “Centropolo: Center for continuous training” financed by Veneto Region, Italy.
- Development of the distance learning part of the M.B.A at Fondazione CUOA , taking care of both methodological and technological aspects.

Academic Research

His academic research is focused on three main areas:

- The evolution of small and medium enterprises (SMEs) and industrial districts in relation to the adoption of Information and Communication Technologies (ICTs) and the globalization of economic process.
- Creativity and Design as new ways for improving the competitiveness of the firm.
- KIBS, Knowledge Intensive Business Services and their role in sustaining innovation in a globalized world.

The evolution of SMEs and Industrial Districts

From 2002 He participated to the research project: “TeDIS Survey” that put under scrutiny the most relevant Italian Industrial Districts (40). Every year, for the last 10 years, TeDIS has

analyzed more than 1000 SMEs through both a quantitative (survey) and qualitative approach (face-to-face interviews, focus groups). The objective of this research was to analyze how the industrial districts were evolving in relation to a rapidly changing economic environment. The results of the research showed the centrality of the role of ICTs in the competitiveness of SMEs coming from industrial districts. In particular, ICTs sustained the transformation of local networks (as industrial districts are) into global networks, giving the birth to new business models and new ways of organizing supply chains. The project made possible to analyze the rise of a new typology of firm (called medium firms or pocket multinationals) that is able to manage both local as well as global supply chains (beyond the limited geographical borders of the district) and to have a qualified presence (franchising networks, flagship stores, corner, etc.) in the global markets. Although small in size, these firms handle the same managerial complexity of a multinational and they are now present globally in terms of both sourcing and export.

Under this research framework, he participated in several research projects and initiatives:

- in 2006 he was invited in the workshop on "Industrial Upgrading, Offshore Production, and Labor" organized by Gary Gereffi of the Center on Globalization, Governance, and Competitiveness at Duke University. The workshop aimed at comparing, within the theoretical framework of the Global Value Chain developed by Gary Gereffi, several national models in addressing the challenges of globalization
- in 2006 he was invited to give a lecture at the Advanced Training on industrial districts in the global economy promoted by UNIDO and coordinate by TeDIS center. Over 20 managers and public administrators and researchers in Latin America took part in the Advanced training.
- in 2006 he designed and took part in e-Hub project: a marketplace for collaborative supply chains. Within the projects financed by the Veneto Region (regional law on industrial districts), the eHub project (coordinated by the Chamber of Commerce of Treviso) intended to facilitate collaboration between companies coming from the furniture industrial districts, exploiting the potential of new technologies to increase efficiency and flexibility of the supply chain.
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- from 2006 to 2008 he designed and managed JOB (Java Open Business). The project aimed at Studying and implementing a web portal for sustaining a community of open source programmers for the development of software dedicated to the market of small and medium enterprises. The project was carried out in collaboration with Sun Microsystems and Venice International University.
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- from 2006 to 2007 he participated in the Project "E-cluster" (2006-2007) financed by Europe Union and coordinated by Veneto Region. The project studied the process of economic transformation in the Veneto Region to identify patterns and excellent practices to improve the competitiveness of the firm.
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- in 2007 he participated in a research project on electronic supply chains. The research aimed at investigating the role of new technologies in supporting the relations between companies in both local area networks (industrial districts) and international (global value

chain). The reorganization of supply chains on a global scale asks to small and medium Italian enterprises to improve the codification of internal management practices (the first characterized by high informality), and the way they manage relationships both upstream and downstream. The research was conducted jointly by the TeDIS - Venice International University and prof. Andrew Mc Afee, Harvard Business School. (McAfee A., and M. Bettiol Chiarvesio M. (2007). "Electronic Hierarchies and Electronic Heterarchies: Relationship-Specific Assets and the Governance of Interfirm IT." Harvard Business School Working Paper, No. 07-046)

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- from 2008 to 2010 he was invited to the Duke-VIU International Summer Research Workshop. This program was developed by Duke University's Center on Globalization, Governance & Competitiveness (CGGC), together with Venice International University's Center for Studies on Technologies in Distributed Intelligence Systems (TeDIS). Building on more than 10 years of international teaching in which Duke and other VIU consortium members have offered students and faculty a unique academic experience in a global setting, this workshop series was held annually since 2008, alternately in Venice and in Durham, NC. The series tapped the partner institutions' complementary research foci: CGGC's global value chain approach and the TeDIS empirical research of Italian industrial districts. The purpose of these international workshops was to develop an international set of serious, early-stage researchers—Ph.D. students, post-docs, junior faculty, and selected other researchers with country-level experience—who are capable of doing global value chain (GVC) analysis and using it to better understand the links between local systems and the global economy. In addition the program aimed at developing knowledge on cutting edge themes, such as competitiveness in global value chains, environmental upgrading and innovation, and the links between the social, environmental and economical dimensions of upgrading.

Creativity and design

This research line started in 2002 with the aim of analyzing the role of creativity and design in the competitiveness of SMEs and Industrial Districts. The research had analyzed the most relevant Italian Industrial Districts (40 in total) through a qualitative approach. In particular, more than 100 interviews and 20 focus groups to entrepreneurs, product managers, R&D managers and designers were carried out. The objective of the research was not just to study the role of design in product innovation but to analyze how design has an impact on firm's strategy, marketing, communication, supply chain management and logistics. The research moved from a business perspective and pointed out how creativity and design are crucial component of the way entrepreneurs and managers think strategically. In particular, the research pointed out best practices and innovative approaches on the contribution of design to the management of the firm. The results of this research were published in several journals and presented in international conferences and seminars. In addition, a book was published with the title: "Design and creativity in the Made in Italy. Proposals for industrial districts" (original title in Italian: "Design e creatività nel Made in Italy. Proposte per i distretti industriali") that was published by Bruno Mondadori, one of the most relevant publisher on design, in Italy.

Under this research framework, he participated in several research projects and initiatives:

- from 2002 to 2004 he designed and developed the project "eKM-DICAMO (Knowledge Management for the District of Sportswear in Montebelluna) for the design and implementation of an innovative knowledge management infrastructure for the industrial district of footwear. The project aimed at studying and codifying the processes of innovation and design adopted by firms of district. He coordinated the research activities through the development of questionnaires, conducting interviews and case studies, the preparation of the summary document.
- in 2007 he carried out the project "Creativity and design as a source of innovation" financed by the University of Padova . The research program aimed at analyzing the processes of innovation based on creativity and design within network of firms. It focused on theoretical and empirical analysis of models of networks of creativity, through an analytic study of several areas of the so called "made in Italy" (fashion, home furnishings, mechanics).
- in 2008 he carried out the project "Design as a leverage for the competitiveness of small and medium enterprises" financed by the University of Padova. The project intended to study management patterns related to design and creativity at the level of firms (medium size) as well as district (network). In particular, the project wanted to deepen the new division of creative labor within global value chains. In this sense, the project focused on the process of gradual transformation towards a greater focus on intangible assets and value added.
- In 2008 he designed and developed the project "Creativity in action". The project was divided into two main areas: research on the role of design and creativity in the competitiveness of the sector of the goldsmith's district in Vicenza and training to sustain the adoption of creative practices and design among local entrepreneurs. The project was carried out in collaboration with the Corart (association of jewelry makers for the promotion and marketing) and Venice International University.
- In 2010 he designed and developed the project "New artisan" where he analyzed the relationship among designers and artisans in the designing and prototyping of new product. He managed an international workshop where international designers worked closely with local artisans for developing new products starting from traditional techniques. 24 prototypes were produced and exhibited in coincidence with one of the most relevant jewelry fair in the world that takes place twice a year in Vicenza. The project was carried out in collaboration with CNA, one of the most relevant Italian Artisans' associations.

Knowledge Intensive Business Services

The transformation towards a knowledge economy has put a lot of emphasis on immaterial and tertiary activities and on their importance for sustaining growth. As the literature pointed out, Knowledge Intensive Business Services (KIBS) contribute significantly to the performance and growth of enterprises and supply chains, and territorial development. The research aims at analyzing the processes of creation (entrepreneurship), the business model (strategy) and management practices (management) of KIBS or the service industry companies operating in different spheres of activity. The research objective is to provide support for the decisions of policy makers, entrepreneurs, professionals and managers (business models and organizational structures). The research focused on KIBS active in the Veneto Region (north-east of Italy) where several industrial districts are located. This project was funded by the Cariparo Foundation (local bank) in 2008.

Teaching experience

From 2001 to 2004 he was teaching assistant at Business strategies course taught by prof. Enzo Rullani at Ca' Foscari University of Venice. Marco Bettiol was in charge of the management of the empirical/practical part of the class. The students (divided in groups) had to develop case studies and business plans. In addition, he managed also the interaction with the students in the course's Web site. He also introduced movies as teaching contents to present and discuss with students in class.

From 2001 to 2004 he was teaching assistant at Marketing course taught by prof. Stefano Micelli at the University of Padova (Communication Sciences degree). Marco Bettiol was in charge of the management of the empirical/practical part of the class. The students (divided in groups) had to develop case studies. In addition, he held seminars in class, on regular basis.

In 2002, Fall semester, he taught (in English) "ICT for Community Management" in the Undergraduate Academic Program at Venice International University.

From 2004 to 2013 (now), he taught several courses at the University of Padova both within Communication studies and International studies program. In particular, he taught: Advanced Marketing, Business Management, Communication, Internet Marketing and Marketing. These courses were characterized by a very interactive approach. Beyond the traditional face-to-face lectures, students were encouraged to develop specific projects and present them. In particular the students were asked to develop marketing and creative projects for business and to deal with executives. Police (eyewear), Lago (furniture), Despar (supermarkets chain), Fizik (bicycle gears), Foss Marai (wine) participated to this initiative and agreed to review and discuss the projects presented by the students.

From 2002 he taught regularly at Ph.D. programs, masters and advanced trainings both in Italy and abroad. As follows, these are the main programs he was involved in:

- CUOA Business School, Master in Business Management, Vicenza (Italy)
- Domus Academy, Master in Business Design, Milan (Italy)
- Italian Trade Commission, Master in International Business for Experts in Eastern Languages, Venice (Italy)

- Italian Trade Commission, Advanced Training on “Made in Italy & Italian Style”, Honk Kong, China.
- Ph.D. program on “Economics and Management”, Department of Economics and Management, University of Padova
- Ph.D. program on “Management Sciences”, University of Udine

He was part of the team that designed the Advanced Training on “Made in Italy & Italian Style” organized by the Italian Trade Commission. The Advanced Training involved twenty young designers coming from the Honk Kong area and the objective was to introduce them to creativity and design processes pursued by Italian firms. The training was divided in two parts: the first one consisted in face-to-face lectures which took place at Honk Kong Polytechnic in Honk Kong, the second one was a study tour among Italian Industrial Districts in Italy.

From 2004 to 2012 he coordinates “Art @ Venice International University” unit that run special projects related to the world of art. Venice International University has a great interest in contemporary art. The objective of the unit was to develop innovative projects working closely with the world of artistic creativity and to explore new training methods, where theory is combined with practical creativity and the semantics of art, providing opportunities to engage and unify, through the discovery of new visions and ideas. Under this unit several projects were developed:

a) *Nokia the only planet: Innovating trough empathy.* This project, supported by Nokia, involved international students of VIU’s undergraduate program in a creative workshop guided by Tina Gonsalves a multimedia artist based in London, by Juha Hemanus, senior concept designer at Nokia and by VIU researchers. The objective of the workshop was to discover new ways of communicating creativity in a global context using mobile phones provided by Nokia. Students, divided in groups, developed a multimedia content representing future scenarios in the way mobile phones are used. The group members of the best project won a trip to Helsinki to participate in the annual Nokia Only Planet conference in September 2007.

b) *Islands of creativity:* The project aimed at involving VIU students in discovering hidden traits of Venice, going beyond the postcard image of the touristic side of the city. In particular, the objective was to unfold the new creative vogue in Venice. The most interesting part of this new creative movement is not developing within the very heart of Venice but on the islands that surround the City. Giudecca, Certosa, Murano are re-inventing themselves and investing in innovation and are the places where creativity is taking place. The students visited these places and met creative professionals who were renovating Venetian traditions. Under the guidance of a multimedia artist, Gaston Ramirez, students produces images and videos that represented the city and its islands from a different perspective. Students, divided into groups, had the opportunity to put into practice their creativity in narrating new dimensions of the city. The images and videos produced within the workshop were used to develop a new path of discovery of Venice that were available on Googlemaps.

c) *VIU life: Communicating a multicultural experience.* The project aimed at involving VIU students in narrating the experience of studying and living at Venice International University. In particular, the project asked the students to focus on the unique multicultural experience of joining people with different nationalities and cultures. Under the guidance of a group of multimedia artist, Zimmerfrei, students produced images and videos that represent their

perspectives of life at VIU. Students, divided into groups, had the opportunity to put into practice their creativity in describing their life on the island. The images and videos produced within the workshop contributed to the development a final piece of art authored by Zimmerfrei.

PUBLICATIONS

Articles in Journals

1. M. Bettiol, L. De Pietro (2002), “*Comunità professionali online: nuovi baricentri per l’innovazione e la formazione*”, *Economia e Società Regionale*, n.2 pp
2. M. Bettiol, L. De Pietro (2003), “*Comunità di pratica e organizzazione: un rapporto da scoprire*”, TD n.30
3. M. Bettiol, M. Bosa M. (2004), “*Percorsi innovativi nel distretto della calzatura di Montebelluna: il caso Geox*”, *Economia e Società Regionale*, n.1 2004
4. M. Bettiol (2005), *Competere nell’economia della conoscenza: il ruolo del design*, *Sviluppo & Organizzazione*, n. 208, march-april, pp
5. M. Bettiol, S. Micelli (2006), *Design come imprenditorialità culturale*, *Argomenti*, n. 18, FrancoAngeli, Milano, pp1-18
6. M. Bettiol (2007), “*Valorizzare il design e la creatività italiana attraverso la riorganizzazione degli spazi distributivi*” in AA.vv., *Politiche per l’internazionalizzazione dei sistemi produttivi locali*, Quaderni Formez. N.69
7. M. Bettiol (2008), “*L’azienda riflessiva*”, *Disegno Industriale – “The reflexive firm” Industrial design*, n. 30, pp 58-64
8. M. Bettiol, E. Di Maria (2010). *Il terziario della conoscenza: come competere oltre la manifattura. L’evoluzione dei servizi di design e comunicazione in Veneto*. ECONOMIA E SOCIETÀ REGIONALE. OLTRE IL PONTE, vol. 2, p. 1-9, ISSN: 1827-2479
9. M. Bettiol, E. Di Maria, R. Grandinetti (2011). *Market extension and knowledge management strategies of knowledge-intensive business services*. KNOWLEDGE MANAGEMENT RESEARCH AND PRACTICE, vol. 9, p. 305-314,
10. M. Bettiol, S.R. Sedita (2011). *The Role of Community of Practice in Developing Creative Industry Projects*. INTERNATIONAL JOURNAL OF PROJECT MANAGEMENT, vol. 29, p. 468-479,
11. M. Bettiol (2011). *Hangar Design Group: la fabbrica della creatività*. ECONOMIA E SOCIETÀ REGIONALE. OLTRE IL PONTE, p. 140-144
12. M. Bettiol, E. Di Maria, V. Finotto (2012). *Marketing in SMEs: the role of entrepreneurial sensemaking*. INTERNATIONAL ENTREPRENEURSHIP AND MANAGEMENT JOURNAL, vol. 8, p. 223-248,

13. M. Bettiol, E. Di Maria, R. Grandinetti (2012). Codification and creativity: knowledge management strategies in KIBS. *JOURNAL OF KNOWLEDGE MANAGEMENT*, vol. 16, p. 550-562
14. E. Di Maria, M. Bettiol, V. De Marchi, R. Grandinetti (2012). Developing and managing distant markets: the case of KIBS. *ECONOMIA POLITICA*, vol. XXIX, p. 361-379
15. Bettiol M., Di Maria E., Grandinetti R. (2013), "The Determinants of Market Extension in Knowledge-intensive Business Services: Evidence from a Regional Innovation System", *EUROPEAN PLANNING STUDIES*, Vol. 21, n. 4, pp. 498-515.
16. Bettiol M., De Marchi V., Di Maria E., Grandinetti R. (2014), "Managing knowledge in smart networks", *International Journal of Networking and Virtual Organisations*, forthcoming
17. Bettiol M., Micelli S. (2014), "The hidden side of design: the relevance of artisanship", *DESIGN ISSUES*, Winter 2014, Vol. 30, No. 1: 7-18
18. Bettiol M., Di Maria E., Finotto V., Micelli S. (2014), "The hidden side of innovation: why tinkers matter", *Università Ca' Foscari Venezia Department of Management Working Paper Series*, n. 2014/8.
19. Bettiol M., Di Maria E., Grandinetti R. (2015), "Service customization and standardization in combinatory knowledge-intensive business services", *International Journal of Knowledge-Based Development*, Vol. 6. No. 3, pp. 241-260.
20. Bettiol M., De Marchi V., Di Maria E. (2015), "Developing capabilities in new ventures: a knowledge management approach", *Knowledge Management Research & Practice*, DOI: 10.1057/kmrp.2015.16, pp. 1-9.
21. Bettiol M., De Marchi V., Di Maria E., Grandinetti R. (2015), "Filling the capability gap. How new ventures improve their capabilities through multitrack networking", *Industrial Marketing Management*, under review.
22. Bettiol M., Chiarvesio M., Di Maria E., Tabacco R. (2015), "Luxury firms in China. The role of design and marketing capabilities", *Global Business Review*, forthcoming.

Books and selected chapters

1. M. Bettiol, E. Rullani (2003), "*Cultura e strategia d'impresa: produrre valore mediante significati*", in Osservatorio Impresa e Cultura (a cura di), *Cultura e Competitività. Per un nuovo agire imprenditoriale*, Rubettino, Soveria Mannelli
2. M. Bettiol, S. Micelli (2005) (eds), *Design e creatività nel Made in Italy. Proposte per i distretti industriali*, Bruno Mondadori, Milano, pp 1-200

3. M. Bettiol, E. Di Maria, A. Pelizzaro (2008), “Reti di PMI tra ICT, creatività e internazionalizzazione”, in AA.vv. (eds), *Migliorare la competitività internazionale delle imprese attraverso l'innovazione. Una nuova frontiera degli e-Cluster*, FrancoAngeli, Milano, 2008
4. M. Bettiol (2009), “Le comunità creative”, in Sedita S.R. e Paiola M. (eds), *Il management della creatività: reti, comunità e territori*, Roma: Carocci, pp 91-103
5. E. Di Maria, M. Bettiol (2009), “Management dell’innovazione e della conoscenza”, in Gandolfi V., Tunisini A. (eds), *Economia e management delle imprese*, Hoepli, pp 1-20
6. M. Bettiol, M. Chiarvesio, S. Micelli (2009), “Innovazione, performance e design nelle imprese leader dei distretti industriali” in Baglieri E., Lojacono G. (eds), *Vincere con le idee*, EGEA, Milano, pp 1-25
7. M. Bettiol, E. Di Maria, R. Grandinetti (2012). Creativity versus standardization in knowledge-intensive business services: a real trade-off?. In: E. Di Maria, R. Grandinetti, B. Di Bernardo. *Exploring Knowledge-Intensive Business Services. Knowledge Management Strategies*. p. 120-136, LONDON:Palgrave Macmillan
8. M. Bettiol, S.R. Sedita (2013). Design at work: the interwoven effect of territorial embeddedness, social ties and business networks. in Lazzarotti L. (ed.) “Creative industries and innovation in Europe. Concepts, measures and comparative case studies”. Abingdon: Routledge.
9. Bettiol M., (2015), *Raccontare il Made in Italy. Un nuovo legame tra cultura e manifattura*, Venezia, Marsilio

Research reports, articles in newspaper and magazines

- a. Bettiol M., Micelli S. (2004), “*Competitività d’Impresa e nuove Tecnologie*”, Report di ricerca pubblicato nei quaderni di Unindustria Treviso , Treviso pp 1-100
- b. Bettiol M, Chiaversio M. (2004) - Tecnologie di rete e open source nei distretti industriali italiani, IGED, Milano, N. 3, pp. 6 – 10
- c. Bettiol M., “Arriva il turista interattivo”, su Nova, inserto de *Il Sole 24 ore*, p. 8, 4/1/2007
- d. Bettiol M., Micelli S., “Se il design diventa un modello culturale” su Nova, inserto de *Il Sole 24 ore*, p. 5, 1/2/2007
- e. Bettiol M. , “Il cuore creativo dell’imprenditore” su Nova, inserto de *Il Sole 24 Ore*, pg. 7, 17/07/2008
- f. Bettiol M. Chiarvesio M., Micelli S., Salmasi L., “La PMI italiana: distretti industriali e innovazione”, *Abitare*, n. 488, dicembre 2008-gennaio 2009, pp160-161