



1506  
UNIVERSITÀ  
DEGLI STUDI  
DI URBINO  
CARLO BO



# **Innovative processes in SMEs. Between deglobalization, digitalization and sustainable development.**

## **7<sup>th</sup> PISB Conference**

**Urbino, 14-15 May 2026**

**ASPI - Piccola Impresa/Small Business**

**CRIMPI - Centro di Ricerca su Imprenditorialità e Piccole-medie Imprese**

**Research Centre on Entrepreneurship and Small-medium firms**

## **The Aims and Topics of the Conference**

The world is currently undergoing epochal transformations that are disrupting the traditional cultural paradigms of individuals, organizations, and society at large, posing unprecedented challenges for national and business leaders. In the macro-environment, we are witnessing profound shifts in political, social, and economic equilibria both within individual countries and among them, driven by numerous factors typically summarized by the acronym PESTEL.

First and foremost, new and rapidly changing geopolitical scenarios are redefining global power dynamics and spheres of influence, contributing to the emergence of a new world order. Among other consequences, this evolution is challenging the traditional logics of international trade, fuelling commercial conflicts characterized by the imposition of tariffs on transactions between countries and entire continents, and bringing about processes of de-globalization, after years in which globalization seemed unstoppable.

The trend toward de-globalization, however, is not entirely clear-cut (Thakur-Weigold & Miroudot, 2024). Global trade flows have persisted even in the aftermath of the COVID-19 pandemic (Rahman et al., 2022). This trend appears to manifest primarily in the progressive restructuring and shortening of international value chains (Kim et al., 2020). The crisis in global supply chains and ongoing geopolitical instability have exposed the limits of excessive corporate dependence on distant markets, simultaneously opening up new opportunities for local SMEs to regain centrality as flexible and reliable suppliers (Smith, 2023). This shift, however, requires companies that have long relied on international suppliers in pursuit of cost advantages to undertake processes of reshoring and nearshoring, while also building or rebuilding regional and local networks, capitalizing on the “Made in Local” concept.

According to Yousaf (2024), de-globalization is also generating new dynamics within the tourism sector, where a new segment of "de-globalized tourists" is emerging—visitors who resist the cultural integration and cross-fertilization processes that characterized the globalized world. These tourists are often driven by nationalist sentiments, further amplified by growing restrictions on international mobility and by socio-psychological preferences that favour destinations aligned with their national norms and lifestyles.

Another significant source of uncertainty and instability lies in the number and geographical spread of armed conflicts, which have become so numerous and widespread that in recent years scholars and opinion leaders have referred to the current situation as a "piecemeal world war" (Pope Francis, 2014; Pencarelli et al., 2022), to describe the widespread turmoil affecting today's world.

Furthermore, despite widespread recognition in management literature and public discourse of the importance of embracing the stakeholder capitalism paradigm—which seeks to generate shared value (Porter & Kramer, 2011) and redefine the purpose of the firm beyond shareholder profit maximization—there has been a marked resurgence, even dominance, of financial capitalism. This predatory form of capitalism is heavily focused on short-term profit, dividend distribution, and maximizing market valuation, often at the expense of stakeholders, society, and the planet.

Moreover, financial capitalism increasingly intersects with technological and digital capitalism, giving rise to a new elite of internet and platform owners (Volpi, 2024), who hold the power to influence not only economic dynamics but also political and social structures on a global scale (Harris, 1999). Through digital technologies, financial and economic systems have become increasingly interconnected and interdependent, reinforcing global value and supply chains. Consequently, digitalization has not curtailed globalization but has instead accelerated it—particularly in the realm of financial transactions (Kornpobst & Paul, 2021) and commercial exchanges mediated by large digital platforms such as Amazon, eBay, and Alibaba. The advent of hyper-connected processes, therefore, fuels contradictory phenomena and, in any case, highlights the growing risk of vulnerability of highly interdependent systems in the face of the occurrence of errors or unexpected negative behaviours (Barreiro et al. 2020).

The advent of digitalization and artificial intelligence (AI) is also reshaping all business processes—procurement, logistics, production, marketing, and sales—producing profound implications for the labour market. On the one hand, we observe the gradual elimination of jobs, especially in repetitive roles that can be easily automated; on the other hand, there is a growing shortage of workers with the technical skills needed to operate new technologies. At the same time, the convergence of financial and technological capitalism is exacerbating inequalities in wealth distribution, further deepening social divides.

Digital transformation is no longer optional; it has become a fundamental enabler of innovation across all organizational processes. Nevertheless, many SMEs approach this transition in a fragmented manner, often failing to integrate it into their broader corporate strategies.

On a social level, especially in Europe and Italy, another major transformation is underway: the progressive aging of the population and declining birth rates. These demographic trends are creating new pension and welfare needs that states are increasingly unable to meet, also due to the shrinking number of active workers and taxpayers. Some stakeholder-oriented companies, particularly those led by humanistic entrepreneurs (Parente et al., 2018), are attempting to address these challenges through organizational and territorial welfare initiatives.

From an environmental perspective, the intensification of extreme weather events—including hurricanes, floods, and prolonged droughts—resulting from ongoing climate change is having severe repercussions on economies and societies. These phenomena are causing extensive damage to infrastructure, individuals, and entire regions, prompting urgent calls for climate risk mitigation measures in strategic sectors such as agriculture and tourism.

Further disruptions stem from the recurring emergence of pandemic events, caused by the global spread of infections that were once localized—an unfortunate reality made evident by the COVID-19 crisis (Pencarelli et al., 2020).

In this changing global context, sustainable development and the goals set forth in the United Nations 2030 Agenda remain an unavoidable paradigm for ensuring societal well-being and preserving the planet's ecological balance. Environmental and social sustainability must not be interpreted merely as a regulatory requirement, but rather as an integral part of corporate strategy and a powerful lever for market differentiation and expansion.

Achieving the Sustainable Development Goals requires companies to adopt responsible innovation processes based on environmentally and socially sound strategic behaviours. Responsible innovation must aim not only to avoid harm to people and the planet but to actively improve environmental and social conditions through the adoption of responsible governance models (Voegtlin & Scherer, 2015).

Non-disruptive innovations (Kim & Mauborgne, 2019) represent strategic innovation models that rely not necessarily or exclusively on technological breakthroughs, but on value-driven innovations for consumers and society. These innovations do not destroy existing industries—thus avoiding widespread business failures and unemployment—but instead create entirely new sectors, offering original solutions to emerging or unmet societal and environmental needs without engaging in direct competition with incumbent firms.

At the foundation of innovation processes and corporate engagement with sustainable development strategies lies the critical importance of intellectual capital (Giampaoli et al., 2024), along with the willingness of companies—particularly SMEs—to participate in networks for sustainable innovation (Moore & Manring, 2008). The success of innovative challenges for small and medium-sized enterprises is linked, in addition to the availability of social capital, also to possible relationships with multinational or transnational companies, the participation in organizational networks, the availability of technologically trained manpower and the ability of companies to adopt new technologies to seize technological and market opportunities (Prasanna et al. 2019). More generally, we need new entrepreneurial paths implemented either by existing companies, particularly oriented towards responsible and sustainable innovation, or by new companies that are born with sustainable business models and with the prospect of proposing value proposals aimed at creating common good in a world dominated by enormous environmental and social problems. This change can occur through a collective action: for this, more and more start-ups operate with the aim of "improving the world", even in the awareness of having to achieve an economic-financial (Cucino et al., 2021).

**How are small and medium-sized enterprises responding to these transformations? How can they face new challenges proactively, without passively enduring the negative effects of change? What role can innovation processes play in this context?**

This conference offers a valuable opportunity to explore these and many other questions, including:

- Are SMEs ready to seize the new business opportunities offered by deglobalization and the push for localism?
- Will SMEs be able to innovate traditional business models and generate non-disruptive and responsible innovations?
- Are SMEs capable of adopting digitalization strategies that are fully integrated into business processes and strategies, moving beyond mere resistance to change?
- Will public policies be able to effectively support the digital transition of SMEs, which are often constrained by limited resources?
- Are there virtuous examples of Industry 4.0 technology adoption (IoT, robotics, cloud computing, big data), accompanied by adequate technical and managerial training?
- Can SMEs leverage their agility and become key actors in the ecological transition, by adopting circular economy practices and investing in eco-innovation, eco-design, carbon footprint reduction, environmental and sustainable supply chain certifications, or by participating in renewable energy communities?
- How are SMEs adapting their accounting, management control, and reporting systems to navigate increasing complexity, uncertainty, and sustainability demands in the post-globalization era?

- To what extent do sustainability-oriented accounting practices—such as integrated reporting, ESG disclosures, and environmental cost accounting—support responsible innovation and long-term value creation in SMEs?
- What is the role of digital accounting technologies and financial governance in enabling SMEs to align strategic decision-making with ecological transition, circular economy principles, and the goals of the UN 2030 Agenda?
- How are entrepreneurial mindsets and leadership models evolving within SMEs to address the challenges and opportunities of sustainable, digital, and locally rooted business ecosystems?
- What role do purpose-driven and humanistic entrepreneurship approaches play in fostering socially and environmentally responsible innovation in the context of systemic global disruptions?
- ...

## Conference Mode

The Conference will be held from 19 to 20 May 2026 in hybrid mode and presented in English. The authors of accepted papers will have a choice to present their papers on-line or in-person. The physical Conference for those who can attend in person will take place in Urbino (PU), Italy.

### Deadline Abstract Submission:

Abstract Submission: 10 January 2026

Notification of Acceptance: 31 January 2026

Full Paper Submission: 31 March 2026

Early-Bird Registration Slot: 15 February – 1 April 2026

Standard Registration Slot: 2 April – 10th May 2026

**Author guidelines** Abstract Short Structured Abstract (between 600-1,000 words) is required. You are requested to clearly highlight the following paragraphs: • Objectives; • Literature Review/Theoretical Framework; • Approach/Method; • Main Results; • Value and Implications for Theory and Practice. Full paper Max length of the entire manuscript (including abstract, keywords, references, tables, and figures) is between 5000 and 8000 words. The template to be used will be sent upon notification of acceptance of the abstract. The full paper must be sent in electronic format (.doc. or .pdf) to the address: PISB@uniurb.it by 31 March, 2026.

**Publication and Best Paper Award** The conference will have Formal Proceedings (ISBN). All accepted papers, irrespective of the presentation mode, will be included. Publication is subject to Author registration and payment. A Best Paper Award will be granted to the three best papers presented at the Conference. Selected best papers will be invited to publish in Piccola Impresa/Small Business with a fast review process.

**Participation Fee** Please note the following important information and deadlines for registration: By February 15 th, 2026 – **Early-bird conference registration**: The participation fee to the virtual Conference is 120 EUR The participation fee to the physical Conference is 200 EUR. From 2 th April to 10th May, 2026 – **Standard conference registration**: The participation fee to the virtual Conference is 150 EUR The participation fee to the physical Conference is 250 EUR The attendance fee includes: - participation in the Conference - paper publication in the Conference Proceedings For those who can attend the Conference in person the attendance fee also includes: - Social Dinner - Light lunch The Registration Form and detailed payment information will be sent to the Corresponding Authors of accepted papers.

**Promoting Committee** Pencarelli Tonino (Editor in Chief), Cesaroni Francesca Maria (Co-Editor in Chief), Demartini Paola (Co-Editor in Chief), Bocconcelli Roberta (Associate Editor), Del Baldo Mara (Associate Editor), Pagano Alessandro, Sentuti Annalisa, , Berti Alessandro, Bravi Laura, Canestrari Silvana, Censoni Paolo Felice, Chamochumbi Diaz Gail Denisse, Ciambotti Massimo, Cioppi Marco, Conti Emanuela, Curina

Ilaria, De Cicco Roberta, Dini Mauro, Ferrero Giancarlo, Francioni Barbara, Gabbianelli Linda, Giampaoli Daniele, Murmura Federica, Musso Fabio, Palazzi Federica, Pierli Giada, Savelli Elisabetta, Sgrò Francesca, Travasi Alessio .

**Scientific Committee** Arcari Anna, Aureli Selena, Blackburn Robert, Borin Elena, Cooney Thomas, Corsi Katia, Dagnino Giovanni Battista, Dana Leo Paul, De Massis Alfredo, Del Chiappa Giacomo, Alex Douglas, Dumay John, Susanne Durst, Esposito Emilio, Evangelista Pietro, Anestis Fotiadis, Grandinetti Roberto, Paolo Gubitta, Guercini Simone, Luca Iandoli, Mercedes Luzque Marchiori Michela, Federica Pascucci, Passaro Renato, Parente Roberto, Pedrini Matteo, Perna Andrea, Veland Ramadami, Silvia Ranfagni, Rippa Pierluigi, Ruisi Marcantonio, Santini Fabio, Sciascia Salvatore, Songini Lucrezia, Tunisini Annalisa, Visconti Federico, Zanni Lorenzo, Zucchella Antonella.

The 7th PISB Conference has been supported by **AIDEA** – Accademia Italiana di Economia Aziendale and **ECSB** – European Council for Small Business and Entrepreneurship.

## REFERENCES

- Anadon, L. D., Chan, G., Harley, A. G., Matus, K., Moon, S., Murthy, S. L., & Clark, W. C. (2016). Making technological innovation work for sustainable development. *Proceedings of the National Academy of Sciences*, 113(35), 9682-9690.
- Balsa-Barreiro, J., Vié, A., Morales, A. J., & Cebrián, M. (2020). Deglobalization in a hyper-connected world. *Palgrave Communications*, 6(1), 1-4.
- Baldwin, R., Freeman, R., & Theodorakopoulos, A. (2024). Deconstructing deglobalization: The future of trade is in intermediate services. *Asian Economic Policy Review*, 19(1), 18-37.
- Cucino, V., Di Minin, A., Ferrucci, L., & Piccaluga, A. (2021). La buona impresa. Storie di startup per un mondo migliore.
- Dominguez, N., & Mayrhofer, U. (2017). Internationalization stages of traditional SMEs: Increasing, decreasing and re-increasing commitment to foreign markets. *International Business Review*, 26(6), 1051-1063.
- Giampaoli, D., Sgrò, F., & Ciambotti, M. (2024). INTELLECTUAL CAPITAL, ENTREPRENEURIAL ORIENTATION, AND GREEN INNOVATION IN ITALIAN SMES. *Piccola Impresa/Small Business*, (3).
- Harris, J. (1999). Globalisation and the technological transformation of capitalism. *Race & Class*, 40(2-3), 21-35.
- Kim, W. C., & Mauborgne, R. (2019). Nondisruptive creation: Rethinking innovation and growth. *MIT Sloan Management Review*, 60(3), 46-55.
- Kim, H. M., Li, P., & Lee, Y. R. (2020). Observations of deglobalization against globalization and impacts on global business. *International Trade, Politics and Development*, 4(2), 83-103.
- Mytelka, L. K. (2000). Local systems of innovation in a globalized world economy. *Industry and innovation*, 7(1), 15-32.
- Moore, S. B., & Manring, S. L. (2009). Strategy development in small and medium sized enterprises for sustainability and increased value creation. *Journal of cleaner production*, 17(2), 276-282.
- Paul, T. V. (2023). The specter of deglobalization. *Current History*, 122(840), 3-8.
- Parente, R., ElTarabishy, A., Vesci, M., & Botti, A. (2018). The epistemology of humane entrepreneurship: Theory and proposal for future research agenda. *Journal of Small Business Management*, 56(sup1), 30-52.
- Pencarelli, T., Cesaroni, F. M., & Demartini, P. (2020). Covid-19 and Italian small and medium-sized enterprises: consequences, threats and opportunities. *Piccola Impresa/Small Business*, (3).
- Pencarelli, T., Cesaroni, F. M., & DeMartini, P. (2022). Italian SMEs and new scenarios in the current geopolitical turmoil. *Piccola Impresa Small Business*, (1). <https://doi.org/10.14596/pisb.3436>

- Porter, Michael E., and Mark R. Kramer (2011) "Creating Shared Value." Harvard Business Review 89, nos. 1-2 (January–February): 62–77.
- Prasanna, R. P. I. R., Jayasundara, J. M. S. B., Naradda Gamage, S. K., Ekanayake, E. M. S., Rajapakshe, P. S. K., & Abeyrathne, G. A. K. N. J. (2019). Sustainability of SMEs in the competition: A systemic review on technological challenges and SME performance. *Journal of Open Innovation: Technology, Market, and Complexity*, 5(4), 100.
- Rahman I., Shafi, M., Fauzi, M. A., & Fetuu, E. (2024). Examining trade flow dynamics in the face of deglobalization and decoupling: a comparative analysis of developing and developed nations. *Kybernetes*.
- Smith, T. S. (2023). Mapping complexity in deglobalisation: A typology of economic localisms from 'hyper-localism' to 'strategic autonomy'. *Local Economy*, 38(3), 242-263.
- Thakur-Weigold, B., & Miroudot, S. (2024). Supply chain myths in the resilience and deglobalization narrative: Consequences for policy. *Journal of International Business Policy*, 7(1), 99-111.
- Voegtlin, C., & Scherer, A. G. (2017). Responsible innovation and the innovation of responsibility: Governing sustainable development in a globalized world. *Journal of business ethics*, 143, 227-243.
- Vollenbroek, F. A. (2002). Sustainable development and the challenge of innovation. *Journal of Cleaner production*, 10(3), 215-223.
- Volpi A., (2024) I padroni del mondo, Editori Laterza, Milano
- Yousaf, S. (2025). Emergence of deglobalized tourist segments: Trends, challenges, and future research directions. *Tourism Management*, 106, 105005.