

PRME Principles for Responsible Management Education

Università Cattolica del Sacro Cuore



Sharing information on Progress 2013-2014-2015



April 2016

SHARING INFORMATION ON PROGRESS REPORT

April 2016

Report Contents:

Introduction from the Director :	page 3
Reporting on Principle 1:	page 4
Reporting on Principle 2:	page 6
Reporting on Principle 3:	page 14
Reporting on Principle 4:	page 15
Reporting on Principle 5:	page 17
Reporting on Principle 6:	page 23
The future	page 28

ALTIS, the Graduate School Business & Society of the Università Cattolica del Sacro Cuore of Milan, Italy, is an international research and education centre for the study and promotion of a responsible and competitive business culture.

Founded in 2005, since October 2007 ALTIS is committed to advance the Global Compact's principles by means of forming new leaders well prepared and ready to adequately face the most pressing global challenges. In particular ALTIS' endeavor is toward forming future leaders of the emerging markets.

ALTIS has been member of PRME since 2008.

<http://www.unprme.org/index.php>

Message from new ALTIS' Director, Professor Vito Moramarco



ALTIS is a young, constantly evolving and responsive body - a living entity.

Its activities are all designed to encourage the emergence and growth of **Entrepreneurship and Impact Management for Sustainable Development**.

ALTIS is, and will continue to be, an Italian laboratory for the development of business solutions according to a win-win logic, a **leading international centre of impact entrepreneurship** and, finally, a **bridge between advanced economies and those which are rapidly developing**. Consequently, the graduate school is committed to encouraging the international development of Italian companies, starting with SMEs in India, Latin America and Africa.

In essence, the heart of the ALTIS vision is the desire to **promote the dissemination of innovative entrepreneurial options**, which **benefit both those who implement the process and the environment**. Economic life is not necessarily a competitive zero-sum game, where there is inevitably a winner and a loser; it can be transformed into a cooperative positive-sum game, in which each participant benefits from the actions of others.

Over the past two years the Graduate school has been divided into four business units: **Research, Education, Consultancy** and **E4 Impact** (for Impact Entrepreneurship). The activity of this last BU, designed to encourage the dissemination of entrepreneurial ideas and successful business models with particular reference to the context of sub-Saharan Africa, has attracted the interest of several Italian entrepreneurs and has led, in partnership with our university, to the creation of an independent foundation, the **E4impact foundation**, which has retained the name of the original ALTIS Business Unit.

Developing Management and Entrepreneurship Impact for Sustainable Development is a "mission possible", an innovative and worthwhile challenge which can and must be taken on in Italy, despite being a nation of contradictions, where difficulties and opportunities coexist – there are international disputes and opportunities, both public and private.

Since November 1st, 2015, there has been a new Director of ALTIS who, along with all the staff, reaffirms the historical vocation of the graduate school - supporting students, businesses, non-profit and public sector organizations in a **win-win cultural context**; ultimately, **fostering entrepreneurship and impact management for sustainable development** from the bottom up, by leveraging on individuals and their ideas.

The director

Vito Moramarco

Full Professor of Economic Policy

Università Cattolica del Sacro Cuore



April 2016

Principle 1

Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

The first principle is fully embedded in ALTIS' mission.

Fostering Impact Entrepreneurship and Management for Sustainable Development

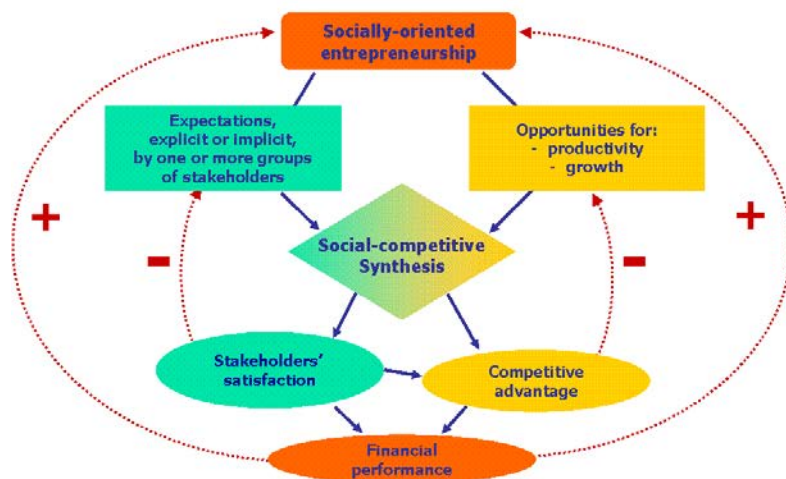
ALTIS promotes innovation in businesses in order to simultaneously foster competitive advantages and meet the ever growing social and environmental needs of stakeholders.

Founded in 2005 by Dr. Mario Molteni, Professor of Business Administration and Corporate Strategy at the Università Cattolica del Sacro Cuore, ALTIS embodies both an openness towards the international world of business and the willingness to effectively serve the interests of the students and enterprises with which it interacts.

For ALTIS Corporate Social Responsibility implies an understanding of:

- The unavoidable implications - economic, social, cultural and environmental - of business' activities;
- The creative tension that exists when business' attempt to reconcile competitive and sustainability goals;
- The importance of the professional and human resources that contribute to a business' success.

*A bridge between research,
training and action:*



From the elaboration of Michael Porter's theories, Prof Molteni has derived the concept of Social Competitive Synthesis. Taught in class, but brought into reality in the various activities carried on by ALTIS.

The double strain of the company's development and the stakeholder expectations' satisfaction has, as its typical expression, a creative act: the "social-competitive synthesis". This term signifies an innovative way of responding to the expectations of a single or more classes of interlocutors, far beyond the requirements of current regulations and customs. Thus a solution is created – involving either the entire company, or one of its strategic areas, a specific function, a single process – that contributes to sustaining and nurturing its competitive advantage and, therefore, its long-lasting success.

(Mario Molteni, The social-competitive innovation pyramid, Corporate Governance, vol. 6 no. 4 2006.).

The mission of ALTIS is therefore to foster:

- The synthesis of competitiveness and social responsibility;
- The development of entrepreneurs and managers, both experienced and young, to become the protagonists in international sustainable business initiatives;
- The good governance of both for profit and non profit enterprises
- The collaboration between for profit and non profit initiatives as a tool for economic development.

ALTIS' principle areas of interest are:

- Impact entrepreneurship
- Corporate social and environmental responsibility;
- Business globalization, with particular attention paid to emerging and developing countries;
- International promotion of the business model of "Industrial districts";
- Corporate governance;
- Partnerships between private companies, non-profit organizations and the public sector;
- Management of non-profit organizations.



Principle 2

Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

As described above, all ALTIS activities are guided and inspired by the concept of Corporate Social Responsibility. This principle can be found in specific dedicated initiatives and formative activities (eg MBA and Master programs, courses etc) but also as a general mindset inspiring all other initiatives and programs that may apparently not be directly linked to the CSR issues. Below some examples.

INTERNATIONAL MBA**THE E4IMPACT FOUNDATION AND THE GLOBAL MBA IN IMPACT ENTREPRENEURSHIP**

E4Impact Foundation (www.e4impact.org) was launched in 2015 by a group of relevant Italian organizations to enhance the sustainable development of fast growing economies by favoring the formation of impact entrepreneurs and the growth of their businesses. The Foundation inherited the mission pursued since 2010 by ALTIS – Graduate School of Business and Society of Università Cattolica del Sacro Cuore, of which it is a spin-off.

The main goals are:

- Train a new generation of entrepreneurs capable of combining economic success with social impact;
- Support the formation within local universities of faculty and staff capable of teaching, managing and delivering a unique, results oriented entrepreneurship program;
- To foster an international alliance of mission driven universities, incubators, accelerators, and investment funds.

To achieve its goals the Foundation, in collaboration with Catholic University of the Sacred Heart of Milan University and a local university from the host country, offers the Global MBA in Impact Entrepreneurship.

The Foundation also supports the expansion of African and International SMEs in the Sub-Saharan area. By matching them with reliable local entrepreneurs, E4Impact offers small businesses a low cost, low risk opportunity to enter the African countries where the MBA is offered.

The MBA program guides active and aspiring entrepreneurs to start or scale their business, giving them simultaneously an academic and business acceleration experience. In the program participants:

- Transform a business idea into a concrete, bankable business plan;
- Develop the business skills necessary to guide a new venture or scale an existing business;
- Encounter an international network of potential partners and investors.

The following elements make up the uniqueness of the MBA:

- a. For entrepreneurs only: The MBA admits only participants who have a business project. The program is built around participants' business ideas and each course is designed to help them concretely build on that project.

- b. Coaching: Participants are supported by a Business Coach, a dedicated business consultant that assists them in refining of their business idea, developing the business plan and establishing an industry network.
- c. Relations with investors: Participants are given a minimum of three opportunities to pitch their project to a jury of investors.
- d. International degree: Together with the degree from the local university, the program offers an MBA from the Catholic University of Milan, Italy, Europe's largest private university.
- e. International recognition: The MBA is the first non-American program to receive the Ashoka Innovation Award; moreover in 2015 Mario Molteni, E4Impact CEO, was named Senior Ashoka Fellow.



The 12-15 month-long MBA is planned to be have a blended format, partly in presence and partly online, in order to meet the participants professional needs. The format allows students to directly implement the acquired information, thus responding to the Master's motto:

“We don't teach entrepreneurship, we train entrepreneurs”.

Currently in 2015 the MBA is activated in:



Kenya: [5th edition of the MBA](#) in **Nairobi** at Tangaza University College-
“**Global Business and Sustainability**”. In 2015 the master has been considered eligible for EPAS-EFMD accreditation and undergone the all process. The outcome will be communicated at the end of June 2016



Ghana: [3rd edition of the MBA](#) in **Accra** at Catholic Institute of Business and Technology
“**Global MBA in Impact Entrepreneurship**”



Sierra Leone: [1st edition of the MBA](#) in **Makeni** at University of Makeni
“**MBA Global business and Sustainability social entrepreneurship track**”



Uganda: [1st edition of the MBA](#) in **Kampala** at Uganda Martyrs University
“**MBA Global business and Sustainability**”

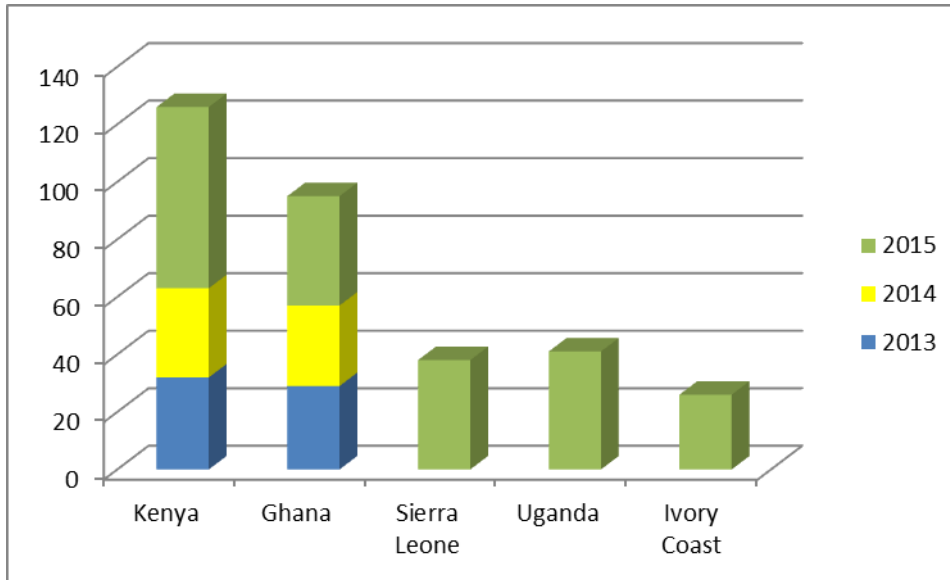


Ivory Coast: [1st edition of the MBA](#) in **Abidjan** at Centre de Recherche et d'Action pour la Paix - “**MBA en Entrepreneuriat et Développement Durable**”

By the end of 2016 the MBA will start also in:

- **Tanzania** at Saint Augustine University of Tanzania of Mwanza
- **Senegal** at the Institut Supérieur de Management of Dakar

More than 200 entrepreneurs are currently under training, while 186 have been already trained.



MBA Graduation Ceremony in Nairobi (2014-2015 class)





Joseph Nkandu from Uganda (MBA Champion – founder and executive director of NUCAFE)



Candidate's pitch at the Business Idea Competition



Judges at the Business Plan Competition

Contacts: E4Impact Foundation www.e4impact.org - info@e4impact.org -  Facebook  Twitter

ITALIAN MBAs and MASTER

The curricula of our Master programs include courses related to the themes of social, environmental responsibility and ethics in business and how these themes can be included in the strategic development plan of a company.

MASTER GLOBAL BUSINESS AND SUSTAINABILITY (GBS), MILAN (ITALY)

To train young managers able to facilitate the internationalization of the Italian companies, both in the emerging and in the developing markets, giving at the same time new strengths, opportunities and ideas; to overcome the current economic uncertainty in an innovative manner; to contribute to the growth of the economic and productive framework of the students' countries of origin. This done in the light of sustainable development and responsible management and entrepreneurship.

This is the scope of the Master Global Business and Sustainability a full time first level Master degree held in Milan ever since 2008. The Master consists of two different moments: the courses (9 months), structured in high profile modular terms (both online and in class), during which the students learn the logics of the international management; an Action Project (3 months, consisting in an internship, a paper or a tutor-assisted business plan), in which the students can practice the know-how acquired during the courses and the previous job's experiences. In particular we highlight the following course in which the issues of sustainability, entrepreneurship and social entrepreneurship are analyzed specifically.

- **Sustainability and new business opportunities.** It is a 30+ hrs course whose focus is on the ways in which an increasing number of companies are attempting to address a range of social and environmental challenges through developing practices for assuming social responsibility in doing business. In addition the course is aimed at presenting the strategic implication of CSR for business activity within particular issues and areas of corporate responsibility. To do that, besides an introduction to the CSR topic, some lessons consider a specific corporate activity and discuss the implications for and impacts on both companies and stakeholders. Moreover, students are provided with concrete examples (through cases and guest speakers) of how the above mentioned issues can be a driver for new business opportunities.

MBA: EXECUTIVE MASTER IN BUSINESS ADMINISTRATION-(EMBA)

The MBA is carried out in partnership with the Italian financial Editor “Il Sole 24 Ore”, it is an Executive MBA for working managers. A CSR course module is scheduled in the program.

ALTIS graduation offer includes also three master programs that are not strictly related to the instances of sustainability but that, as mentioned above, carry the imprinting of the ALTIS values.

EXECUTIVE MASTER FOR SMALL AND MEDIUM ENTERPRISES (PMI)

Addressed to entrepreneurs of SMEs, the master provides skills and innovative competences to manage growth and organizational/technological innovation processes, relationships with the financial community and intergenerational transition with a sustainable approach.

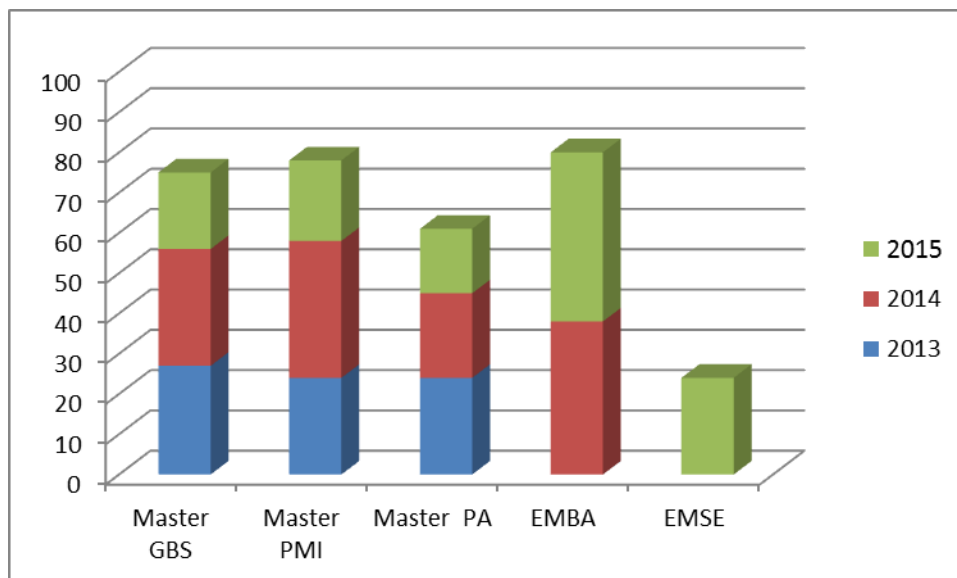
EXECUTIVE MASTER IN MANAGEMENT AND INNOVATION IN PUBLIC ADMINISTRATIONS (PA)

The Master is meant to increase the managerial competences of public sector managers and officials. It focuses also on the theme of innovation of Public Administration and Public Social Responsibility.

EXECUTIVE MASTER IN SOCIAL ENTREPRENEURSHIP (EMSE)

Management training for non-profit cooperatives, associations and NGOs in collaboration with the Human Foundation (<http://www.humanfoundation.it/eng>), a nonprofit organization that promotes collaboration to generate and implement innovative solutions for social problems.

The Master responds to the needs of managerial training for those working in social enterprises, in non-profit organizations, cooperatives, associations, NGOs in Italy and abroad. The course provides the skills to manage business activities related to the social world, optimizing available resources and defining useful methods to achieve socially responsible objectives.



Executive Courses:

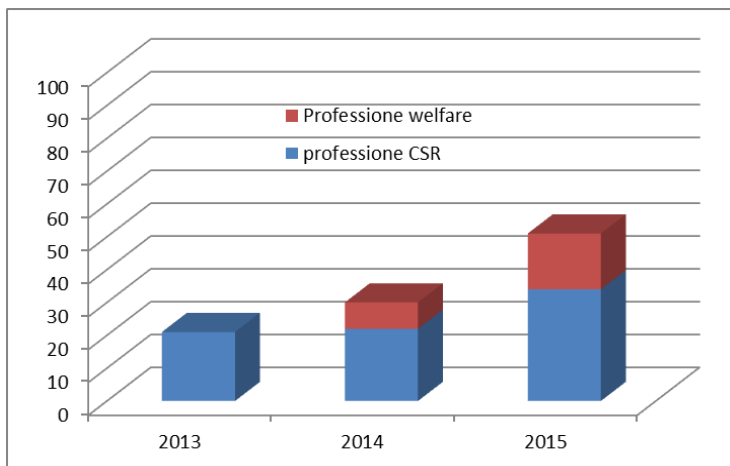
PROFESSIONE CSR (THE ROLE OF CRS MANAGER)

A 84 hrs course per year, addressed to professionals that are involved in CSR and sustainability-related activities on a full or part-time basis, within enterprises, foundations, consultancy companies, Public Agencies, NGOs. The course (11th edition in 2015) analyzed both strategic aspects of the implementation of CSR, and specific topics, such as HR management and employees benefits, marketing, supply chain, environment, community relations, social reporting.

356 CSR Managers have been trained in these 12 years.

PROFESSIONE WELFARE (THE ROLE OF WELFARE MANAGER)

A 42 hrs course per year is aimed at all professionals - working in public and private organizations, profit and non-profit organizations - interested in acquiring the skills necessary to implement a corporate and territorial welfare plan.



EXECUTIVE COURSES FOR THE NON-PROFIT SECTOR

Different executive courses are organized for professionals of the non-for-profit sector. Each has a specific topic (management, project management, HR management, fund raising etc) and addresses specific profiles.



International Executive Courses:



Programa Internacional para Desenvolvimento de Lideranças do Sistema SEBRAE – International Program for the SEBRAE System Leadership Development

Since 2013 we have developed a collaboration with the Corporate University Sebrae (Support Service for micro and small enterprise- www.sebrae.com.br) in Brazil for the preparation of a training project to offer a high preparation level leaders of the Sebrae System. The program aims to provide the most effective tools for the implementation of Sebrae strategy in every Federal Unit and the management of the resources available, in order to ensure the support of the Sebrae business, even in the face of continuous changes in marketing and macroeconomic scenario.

In these three years we have organized courses for 230 managers and directors of the Sebrae about the management of small and medium enterprises, giving particular focus on Italian excellence in innovation and sustainability fields. In 2015 inside our course we organized a visit in EXPO, and there they could participated at the seminar "The contribution of companies and universities for sustainability in Europe and in Italy: comparing experiences."

Other initiatives:

CSR in Mozambique (Empresas Responsáveis: Análise do Diálogo social e Responsabilidade Social das Empresas Locais e Estrangeiras em Moçambique)

The project is funded by the Delegation of the European Union to Mozambique (EuropeAID) and is led by the CEPKA (Centro de Pesquisa Konrad Adenauer)-Research Centre of the Universidade Católica de Moçambique, ALTIS and ProgettoMondo MLAL-an Italian NGO.

The project has a twofold objective: first, exploring the level of commitment to CSR policies and activities of both local and foreign firms operating in Mozambique; then, promoting the CSR culture within the entrepreneurial, public administration and non-profit sectors, so as to contribute to promote the sustainable development of the Country through the active commitment of the various social actors.

In order to reach these objectives, the projects is made up by three main actions: the realization of a survey, **the development of a Course on CSR** in collaboration with the above mentioned Universidade Católica de Moçambique and sustainable policies and the implementation of pilot projects on a corporate level.

The project lasted 36 months and ended in December 2015 with a conference held in Maputo (Mozambique). The main results can be summarized as follow:

- 11 researchers (senior and junior) trained on CSR and research methodology; 235 both local and foreign firms involved in the survey;
- 1 final research report published in both English and Portuguese;
- 4 national conferences for results dissemination;
- 27 professionals trained on CSR;
- 1 online CSR platform developed to promote information and experience exchange;
- 13 pilot projects realized with local firms for the development of CSR initiatives and/or policies;
- more than 10 articles published on local newspaper and newsletter;
- more than 100 people reached through dissemination activities.

Here you could download the report

<http://altis.unicatt.it/altis-impres-responsabili-analisi-del-dialogo-sociale-e-della-csr-per-le-impres-locali-presentazione?rdeLocaleAttr=en>

SUSTAINABLE LIFESTYLES 2.0: END USER INTEGRATION, INNOVATION AND ENTREPRENEURSHIP (EU-INNOVATE)



ALTIS is member of the EU-funded research project “End User Integration, Innovation and Entrepreneurship” (EU-InnovatE), which is aimed at investigating the creative, innovative and entrepreneurial roles of users in developing novel sustainable products, services and systems. Eu-InnovatE is a three year interdisciplinary research which addresses the obstacles and prospects for sustainable lifestyle and green economy in Europe. It focuses on four domain: energy, living, mobility and food. The project builds upon the expertise of 14 leading academic , think tank and network partners.

Our Prof. Matteo Pedrini is a member of the researchers. <http://www.euinnovate.com/en/matteo-pedrini>

<http://www.euinnovate.com/en>

Principle 3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Starting from the explicit mission of the MBA Programs (in Italy or abroad), the aim of creating an environment that may facilitate the formation of responsible leaders can be found in:

- **Environment:** MBA classes are highly international and promote a truly multicultural experience. In the past five editions of the Master in Global Business and Sustainability-Milan students from 50 different nations have attended classes.

The multicultural experience of ALTIS permeates all courses and research activities and the values of social responsibility and sustainable development are present in every initiative of the School as part of its mission.

- **Materials:** besides the courses dedicated to socially and environmentally responsible managers, the general recommendations given to Faculty members is to choose among materials, cases etc. related to sustainable management, even in courses that may appear distant from the specific main topic.
- **Internships:** students are exposed to opportunities and networked with players and professionals that act in the area of CSR, Social Entrepreneurship, Environment are invited to consider choosing their internship in this field.
- **Initiatives:** Students attending MBAs or other masters or executive courses are invited to participate in the initiatives that ALTIS organizes in the responsible management field. As an example, already three of our Alumni have been awarded in the Global Social Venture Competition and have been funded for their initiatives.

ALTIS promotes moreover meetings and conventions that are focused on the issues of Social Impact and CSR and offers specific consultancy on Sustainability Report and CSR policies that are often the subject of specific research papers.

- **Attitude:** Specifically for the entrepreneurship-oriented masters and courses, the choice of ALTIS is to offer formats (blended in presence-online) that enable attendants to immediately apply the skills and competences acquired in class, thus allowing them to keep their business running and to implement enhancements straight away.

Principle 4

Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value. learning experiences for responsible

ALTIS is equipped with a team of researchers who have the expertise to carry out extensive research projects. Besides the deriving peer reviewed publications and conference presentations, the team of researchers is strongly oriented towards the practical outcomes of their work, thus feeding field projects, action research opportunities to be offered to companies or to the educational division.

At the same time, many researches derive from and are strictly interlaced with the various initiatives and projects that ALTIS supports both in developing countries and locally.

Often research projects are commissioned by public, private and non-profit bodies and agencies, or are carried out in close collaboration with them.

As far as the specific themes covered by the sustainability topic ALTIS has recently been focussing on the following areas:

- Entrepreneurship in developing or emerging countries.
- Social entrepreneurship
- Microfinance and micro-insurance
- Social impact bonds
- Microcredit
- Sustainability reporting for profit and non-profit organizations
- Corporate social responsibility
- Environmental sustainability
- Work-life balance
- Social impact

Here the international university ALTIS network partner for its research

<http://altis.unicatt.it/altis-partner-alleanze-internazionali-per-la-ricerca>

Following a list of main publications in last three years :

Cannatelli B. L. "Strategia e scalabilità delle aziende a elevato impatto sociale", 2013, Vita e Pensiero.

Cannatelli B. L. La Social Entrepreneurship e il processo di creazione della conoscenza: il ruolo del 'ba' (with Minciullo M. and Smith B.), *Impresa Progetto – Electronic Journal of Management* (1): 2014, 1-41.

Cannatelli B., Ferri L.M., Pedrini M., Molteni M., (2015), "Recognizing first-person opportunities for sustainable development", in Kyrö, P., *Handbook of Entrepreneurship and Sustainable Development Research*, Edward Elgar, Cheltenham: 179-208.

Cannatelli B., Pedrini M., Grumo M., (2015), "The effect of brand management and product quality on firm performance: the Italian Craft Brewing Sector", *Journal of Food Products Marketing*, 22(3): (under publication: DOI: 10.1080/10454446.2014.949989).

Ferri L.M., Pedrini M., Pilato M., (2015), "The management of stakeholder dialogue in different institutional contexts: an empirical study on FTSE4GOOD companies", *Journal of Cleaner Production*, [ISSN: 0959-6526].

- Ferri, L.M., Oelze, N., Habisch, A., Molteni M., Implementation of Responsible Procurement Management: an institutional perspective, *Business Strategy and the Environment*, online first, 2014.
- Guerci M., Pedrini M., (2013), "The consensus between Italian HR and Sustainability managers on HR management for sustainability-driven change – Towards a "strong" HR management system", *The International Journal Human Resource Management*, 25(13): 1787-1814. [ISSN: 0958-5192].
- Minciullo M., Pedrini M., (2015), "Knowledge transfer between for-profit corporations and their Corporate Foundations. Which methods are effective?", *Nonprofit Management and Leadership*, 25(3): 215-234.
- Patelli L., Pedrini M., (2014), "Is the Optimism in CEO's Letters to Shareholders Sincere? Impression Management versus Communicative Action during the Economic Crisis?", *Journal of Business Ethics*, 124(1): 19-34.
- Patelli L., Pedrini M., (2015), "Is Tone at the Top Associated with Financial Reporting Aggressiveness?", *Journal of Business Ethics*, 126(1), 3-19.
- Pedrini M., Bramanti V., Cannatelli B. (2015), "The impact of national culture and social capital on corporate social responsibility attitude among immigrant entrepreneurs", *Journal of Management and Governance*, (under publication: DOI: 10.1007/s10997-015-9327-z).
- Pedrini M., Bramanti V., Ferri L., Minciullo M., (2015), "The role of social capital in the start-up of non-profit organisations: the case of Fondazione Welfare Ambrosiano", *Voluntas: International Journal of Voluntary and Nonprofit Organizations*.
- Pedrini M., Bramanti V., Minciullo M., Ferri L.M., (2015) "Rethinking microfinance for developed countries", *Journal of International Development*, 8, 281–302.
- Pedrini M., Ferri L.M., (2014), "Socio-demographical antecedents of responsible consumerism propensity", *International Journal of Consumer Studies*, 38(2): 127-138.

Principle 5

Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

CSR MANAGER NETWORK

The fifth principle is fully implemented at ALTIS at the national level due to the CSR Manager Network Italia. The network has been initiated by ALTIS' director seven years ago in collaborations with Italian institutions and research centers in order to adequately support top management in facing their social and environmental responsibilities.

The **CSR Manager Network Italia** (<http://www.csrmanagernetwork.it/>) was created for managers and professionals who work in companies of any size and are responsible for CSR, either full-time or part-time. Its two main objectives are:



- To create a community in which managers can analytically compare their own experiences, identify ways for improvement and innovation, and learn about the latest managerial trends in Italy and abroad;
- To promote a lobby of representation, which works to influence the world of politics, business and union associations and not-for-profit organisations, and which is able to take part in national and international debates. Currently, the Network is the point of reference for the new role of CSR managers.

All CSR Network' members are invited to participate to five open workshops every year and they also have private access to an ongoing forum on line on the themes of CSR.

Thank to this online forum they can exchange information, ask for suggestions, reach the CSR scientific committee for advice and guidance on matter of social responsibility for an annual fee of 1000\$.

Hereby the list of 163 Italian enterprises which belong to CSR manager network Italia

<http://altis.unicatt.it/altis-Imprese.pdf>

Main Conference of 2015

"Where does the CSR manager? Present and future of a profession at the crossroads.

February 12, 2015

Thanks to the presentation of two studies promoted by the CSR Manager Network, the event will be an opportunity to track trends indicative of the recognition granted to the unit of CSR by large Italian companies and to investigate the educational and professional background of CSR Manager, the characteristics of the current work and future job prospects.

A round table where participants will discuss the insights offered by the study, on the basis of their professional experience.

Speakers

- Gustavo Bracco, Senior Human Resources Advisor Pirelli
- Massimo Giusti, Board of Directors, Ethics Committee Chairman Hera
- Eleanor G., Practice Leaders Non Profit & CSR-key2people executive search
- Fulvio Rossi, President of CSR Manager Network
- Giulio Sapelli, Professor of Economic History University of Milan

CONTACTS: STEFANIA.BERTOLINI@CSRMANAGERNETWORK.IT

ALTIS CONSULTING

Established in 2011, this division of ALTIS has the aim to offer services to enhance companies' competitiveness, income and profits, applying the tools of social and environmental sustainability. Addressing to enterprises, non-profit organizations and Public Administration, ALTIS Consulting's services cover the areas of:

- Planning
- Measurement
- Sustainability reporting
- Training and education
- Applied research
- Communication

Planning

Altis Consulting supports companies in defining the CSR strategy of shared value creation, with the aim of:

- Identify strategic priorities and the commitment flagship projects towards sustainability;
- Maximizing the shared value that can be generated through a systematic approach to CSR;
- Raise awareness of CSR issues and creating links with the reality and the corporate culture.

Some examples of projects carried out:

CSR AS A LEVER FOR COMPETITIVE STRATEGY OF SAINT-GOBAIN

Altis Consulting has joined Saint-Gobain in starting a path definition of CSR policies aimed affirmation of the brand in optical CSR.

Through the internal analysis of the CSR initiatives implemented by the Group and the broad involvement of internal and external stakeholders has led to the definition of guidelines for a policy of social responsibility and environmental and identification of flagship projects for the future.



Our Prof. Molteni speaking at the Sait Gobain Congress

CNP UNICREDIT LIFE: TOWARDS A FUNCTION DEDICATED TO CSR

The project has accompanied the newborn CSR function in the drafting of the Charter of Values, as a document to guide the actions of the company and cultivate relationships with and between the various stakeholders; and in the drafting of the strategic plan for sustainability of CNP UniCredit Vita, with the identification of "flagship projects" and its action plan.

The project also includes the follow up of the actions implemented through a process of stakeholder engagement aimed at assessing the quality of the projects launched and to plan future interventions.

HUMANA PEOPLE TO PEOPLE ITALY: PATH TAKEN PART FOR THE CONSTRUCTION OF A VALUE PROPOSITION

HUMANA People to People Italia ONLUS is a no profit organization, which has as main activity been the collection of clothes and collaborates with about 450 municipalities of Italy. Following the events that have altered the context in which Humana operates, our project has activated a route divided into several stages intended to formulate a value proposition, which, starting from the identification of the critical factors of success of the organization, would allow the same to differentiate itself from its competitors by identifying the CSR a lever for business.



Measurement

Altis Consulting, Italian member of the Social Value International, is a reference point in Italy to measure the impact of companies and their projects.

Measuring levels of effectiveness, efficiency and impact of CSR initiatives enables organizations and companies to:

- Legitimize the actions taken and obtain consensus among stakeholders;
- Enrich the monitoring and reporting system with a view to planning and reporting;
- Plan of improvement actions.

Some examples of projects carried out by ALTIS are:

THE SOCIAL IMPACT OF 15 YEARS OF BANCA POPOLARE ETICA

Banca Popolare Etica is the first Italian bank entirely dedicated to ethical finance on its 15th anniversary and wanted to try to measure the social impact it has achieved.

Banca Popolare Etica managed savings and loans activities for responsible individuals and organizations, and uses them to fund companies and non-profit organizations engaged in providing health and social services and job placement services. The project was an action research commissioned by Banca Popolare Etica on a methodology for measuring the social impact of ethical banks, grounded on the case study of Banca Popolare Etica.

SOCIAL IMPACT MEASUREMENT IN PARTNERSHIP WITH ELIS

ELIS, NGO for international development and cooperation in Italy, Asia, Africa and Latin America, promotes training and business support aimed to employment and social solidarity.

As part of its activities, ELIS has initiated a process of analysis of social impact, on behalf of ENEL Green, a project developed by the company in Peru.

ALTIS has supported ELIS for the completion of the project, in particular:

- developing the review of the methodology used and the results obtained, explaining in detail the potential problems and proposing elements for improvement;

- validating the measurement process, after making the suggested revisions;
- supporting the design and preparation of the research report.

Sustainability reporting:

Altis Consulting offers a consolidated experience on the reporting and valuation of tangible and intangible assets of the company. The advice is aimed at profit businesses, government and nonprofit organizations and specializes in the design and implementation of various reporting tools:

- ♣ Social Reports and Sustainability
- ♣ Financial Sector Social
- ♣ Scientific Reports
- ♣ mid Financial warrant and order Mandate
- ♣ Participatory Budgeting
- ♣ Integrated Financial

THE SUSTAINABILITY REPORT OF FEDERDISTRIBUZIONE SECTOR

The Federdistribuzione Sector Sustainability Report (BSS) is a reporting tool that tells the commitment of business of Modern Organized Distribution associated with Federdistribuzione for sustainable development. The BSS is only an accounting tool, but also as a tool to promote the evolution and change on issues of social and environmental responsibility. The work has seen the participation of 27 groups of companies associated with Federdistribuzione, which account for 94% of the Federdistribuzione turnover and 92% in terms of employees. The edition 2014 reporting organization 96 indicators - compared to 49 of the first edition - on the different areas of Sustainability (customers, employees, suppliers, the environment, corporate governance, corporate communication, community, certification) explicit adherence to social responsibility initiatives put in place by the associated company. Beyond that, the presentation of 60 cases of CSR initiatives - compared to 15 in 2012 - is an enhancement element of the report as it allows you to more fully understand the true extent of the actually realized initiatives and can serve as a positive stimulus to emulation. The Sector Sustainability Report was presented April 15, 2015 in Rome at the Zuccari hall of the Senate, in the presence of associated enterprises, associations and representatives of the political and institutional world.



TRENORD SUSTAINABILITY REPORT

The Trenord Sustainability Report presents the activities, projects and the results achieved by the company during the year 2014 in the economic, social and environmental reporting initiatives and commitments promoted by the company in respect of the main stakeholders. The Sustainability Report 2014 Trenord is the first that the company draws from its inception in 2011 and serves as an important tool for planning and control of the initiatives of Corporate Social Responsibility Trenord Enterprise, inside with employees, as well as one instrument of dialogue and communication with stakeholders, especially customers. The report, prepared in accordance with the guidelines "G4 Sustainability Reporting Guidelines", gives the company's stakeholders - customers first and foremost, institutions and local communities - a broad and comprehensive understanding of the strong link between Trenord has matured in the economic, social and Lombard environment.



Training and education:

Altis Consulting offers its customers tailor-made training services.

Altis Consulting has relationships with the academic world, working with professors and university researchers and carries out consultancy projects for public, private, profit and non profit. This rich network of relationships make ALTIS consulting one of the most advanced and efficient reality of company training on the sustainable management issues.

The objectives reaching through the training courses are raising awareness and sharing of culture and values "sustainable" company, the stimulation of an internal reflection on CSR and its application. Often it forms and implements specialized figures directly within the client company.

AWARENESS ON THEMES OF WORK-FAMILY RECONCILIATION: THE PROJECT WITH THE CATHOLIC GROUP INSURANCE.

Through a training course financed, the Cattolica Assicurazioni Group entrusted ALTIS the internal awareness campaign on the themes of family and work and equal opportunities.

During three days in the classroom Group employees (of various functions and corporate levels, including trade unions) have the opportunity to deepen: the reference framework within which today are always claiming more virtuous paths corporate social responsibility and human resource development; the significance of corporate welfare, the levers and the path to the creation of shared value; the most innovative techniques to build forms of flexibility that can meet both business needs and the emerging needs of the workers.

Applied research

Altis Consulting is a leader in applied research for corporate sustainability.

Taking advantage of its privileged position in close proximity to the academic environment, ALTIS Consulting is able to study and define new models of sustainable management, supporting CSR policies through empirical evidence, building a bridge between the academic world and the business application and facilitating the dissemination of advanced knowledge.

The experiences and collaborations over the years had placed ALTIS Consulting at the center of an important academic-professional network on which it relies for the implementation of its services.

ESG PERFORMANCE: DO THEY INFLUENCE CAPITAL PROVIDERS' DECISIONS?

SUSTAINABILITY PERFORMANCE MEASUREMENT AS A TOOL FOR INVESTMENT AND LOAN INSTITUTIONS.

ALTIS, in partnership with Gruppo Waste Italia, has launched a project involving companies, financial institutions and professional and trade associations to promote the inclusion of ESG (Environment, Social and Governance) indicators in the creditworthiness assessment processes used by all the traditional financial organisations.

Participants in three meetings have defined a set of ESG indicators applicable to companies operating in diverse sectors. The indicators are measurable and easy to monitor, and express directly the level of potential risk of business failure and payment defaults.

The set of indicators was then proposed in a series of meetings to key players in the field of sustainable finance and credit, specifically Etica SGR, AIAF, Forum for Sustainable Finance, AIB, ABI and Confindustria.

FOODSAVING IN EUROPE: AT THE CROSSROADS OF SOCIAL INNOVATION

The Foodsaving project aimed at analyzing the best practices of surplus food recovery and redistribution in four European regions: Lombardy (Italy), Catalonia (Spain), Baden-Württemberg (Germany), Rhône-Alpes (France).

The project had an interdisciplinary approach, studying both business and non-profit organizations involved in the generation, management and redistribution of surplus food to people in need.

Research focused on various relevant issues, such as the creation and management of surplus food along the food supply chain, implications of corporate social responsibility, management of non-profit organizations involved, policies and the regulatory context.

The research team included three Italian universities with different research interests (industrial engineering and business economics, CSR, non-profit management and policy analysis), three small and medium enterprises and an Italian food bank.



WISE: WELFARE FOR IMPROVED SOCIAL DIMENSION OF EDUCATION



ALTIS has supported EDUCatt (Organisation for the right to study at the Catholic University) in conducting research on the use of services offered to students from four campuses (Brescia, Milan, Piacenza / Cremona and Rome) with the objective to implement new strategies and provide services in line with the identified needs.

The research is part of the international Wise project has seen the comparison with a network of international partners.

CONTACTS: Stella Gubelli : consulting.altis@unicatt.it

Principle 6

Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability

ALTIS' mission is by definition open, and the above described metaphor of the bridge implies that almost all actions and projects are carried out in a multi-stakeholder environment.

Initiatives



Global Social Venture Competition: The Global Social Venture Competition (GSVC) is an international Business Plan competition, launched ten years ago by Haas School of Business, UC Berkeley, aimed at fostering the start-up and development of new economically viable and socially valuable entrepreneurial initiatives. ALTIS is the outreach partner for Italy since 2008 and is now spreading the competition among its international alumni and in general in Italy. In 2015 Altis has organized his 7th edition of the competition and has received 95 business-plan.

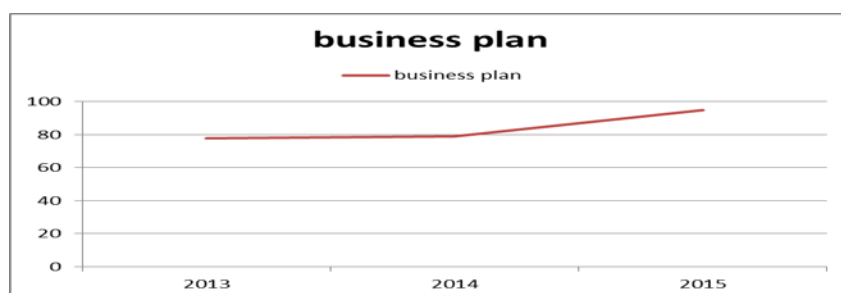


Paolo Franceschetti of Solwa srl – Green economy
First winner of the Italian GSVC in 2015



The final round in 2015

Hence the increase in the business plan that we have received in the last 3 years of competition.



Contacts: Mezzadri Andrea- <http://gsvc.it> ; globalcompetition.altis@unicatt.it –
Facebook: www.facebook.com/Gsvcltaly Twitter: [@Gsvcltaly](https://twitter.com/Gsvcltaly)

City Innovation Lab



City Innovation Lab is a European knowledge platform dedicated to territorial development via Cultural Planning and Place Branding. Set up in 2012 at the Graduate Schools of the Università Cattolica by Federica Olivares, with the support of Ares Kalandides, Giovanna Fossa and Martha Jane Friel, City Innovation Lab now operates out of **ALTIS, the Graduate School of Business and Society**.

Cultural Planning is an approach which has as its objective the strategic and integrated use of cultural resources for urban and community development, and is part of a broader strategy of territorial planning and redevelopment aimed at general regional growth.

Place Branding, on the other hand, focuses more specifically on the image and reputation of a location; it communicates and interacts with urban planning and cultural and social policies, helping to create new value in the perception of investors, consumers and citizens.

Both of these approaches provide a methodological instrument for intervening in culturally-based development and urban regional enhancement strategies.

The activities of City Innovation Lab focus on training and consulting for the implementation of territorial development projects through cultural resources.

City Innovation Lab is part of a European network of universities, research centers and experts who give an international perspective to the activity of LAB.

Activities

City Innovation Lab has developed training and skills refresher courses aimed mainly at directors of local authorities who need to find solutions for the development of the local area and at the same time improve the quality of life of local communities.

City Innovation Lab proposes:

- Intensive seminars of one or two days on the workings of Place Branding
- Half-day workshops focused on the practical implementation of territorial development plans using the techniques of Place Branding
- In-house seminars designed on an ad hoc basis for local authorities, departments and consortia interested in Place Branding as a tool to increase the value of a local area and community
- Consultancy activities for the realization of projects for cultural development using cultural resources

Some example of events in 2015:

-Finance local development and actions of Place Branding- – 22/04/2016

The workshop is aimed at public and private institutions and aims to transfer to the participants an overview of the funding opportunities of interventions of local place branding development

-Place branding for territorial attractiveness – 05/02/2016

The workshop is aimed at public and private institutions and aims to transfer to the participants the basic elements of Place Branding. During the day an overview of the European funding opportunities will also be provided for the implementation of a plan of Place Branding and will present the main best practices in Italy and abroad. The path is open to mayors, councilors and municipal councilors and members of the governing bodies of the unions of municipalities.

Project:

Brianza Design District

May 26, 2015



Brianza Design District was born as a project for the enhancement of the productive culture, industrial and manufacturing in the field of design and furniture made by the network Brianza City Experience with Innovation Lab ALTIS - Catholic University of Milan - and POLI.Design, Consortium Politecnico di Milano.

The Brianza Design District project has involved the administrations of the ten municipalities grouped in Brianza Brianza Experience (Cabiato, Cantu, Carugo, Figino Sarenza, Giussano, Seveso, Liss, Mariano Comense, Meda, Sovico), interested in promoting the territory of Brianza, valuing the cultural and productive assets in permanent and lasting way, not only in view of Expo 2015.

Following the itinerary Grand Tour visitors have the opportunity to know first hand the production chain linked to the furniture design and meet the experts producers representing "know how local distinctiveness."

Visit Brianza District : <http://www.brianzadesigndistrict.it/?lang=en>

Contacts: Prof. Federica Olivares - cityinnovationlab.altis@unicatt.it

Other activities:

- **Network:** ALTIS has therefore established partnerships in Italy and abroad with Associations and Agencies, Financial Institutions and Banks, Public Administrations, Foundations, NGOs, Non for Profit Organizations, Multinational Corporations, Companies and Enterprises, Research Centers, Press Agencies and Media, along with several universities. Many of them are directly involved in the deployment of the School's projects.

International partners:



ALTIS is member of the [Global Network for Corporate Citizenship \(GNCC\)](#). It is an international alliance of leading corporate responsibility experts and "close to market" academic centers around the world, working together to advance research, advocacy and education on the changing role of business in society and to help build the capacity of businesses worldwide for sustainable value creation.



[The Academy of Business in Society \(ABIS\)](#) is a **global network of over 130 companies and academic institutions** whose expertise, commitment and resources are leveraged to invest in a more sustainable future for business in society. ABIS enables informed decision-making on business in society issues through **collaborative research, education, thought leadership, policy insights and business acumen.**



EFMD

ASSOCIATION FOR RESEARCH ON NONPROFIT ORGANIZATIONS AND VOLUNTARY ACTION



[European Foundation for Management Development \(EFMD\)](#) is an international not-for-profit membership organization, based in **Brussels**, Belgium. Over **800 member organizations** from academia, business, public service and consultancy in **81 countries**. A unique forum for **information, research, networking and debate** on **innovation** and best practice in **management development**.

[Association for Research on Nonprofit Organizations and Voluntary Action \(ARNOVA\)](#) is the U.S.-based, national and international association that connects scholars, teachers, and practice leaders interested in research on nonprofit organizations, voluntary action, philanthropy and civil society.

[Eastern Africa Social Entrepreneurship Network \(EASEN\)](#) Its aim is to promote the development and growth of Social Enterprise networks across East Africa and beyond raising their levels of engagement, social, environmental, and economic impact and contribution to the economy.

[Nonprofit Academic Centers Council \(N.A.C.C.\)](#) is an international membership association comprised of academic centers or programs at accredited colleges and universities that focus on the study of nonprofit/nongovernmental organizations, voluntarism, and/or philanthropy.

Media: A particular attention is paid to establish fruitful relationships with media: on the one hand, through collaborations and periodic publications on sector magazines and, on the other hand, through a positive and effective work of media relations. A wide press coverage of ALTIS activities can be consulted at: <http://altis.unicatt.it/altis-rassegna-stampa-rassegna-stampa-2015>

EVENTS:

E4Impact at Global Events

2015 ► **Global Entrepreneurship Summit, Nairobi**

The **Global Entrepreneurship Summit (GES)** was held this week end, July 25th-26th 2015, in Nairobi (Kenya) and has been the sixth annual gathering of entrepreneurs from more than 120 countries, at all stages of business development, business leaders, mentors, and high-level government officials. It has seen the presence not only of the most influencing personalities in the field of entrepreneurship, but also of the president of US, **Barak Obama**, who has always given a special prominence to entrepreneurship issues.

E4Impact CEO, **Mario Molteni**, was invited by the White House as guest speaker to present the Foundation and its activities at the session "Building the Next Generation of Entrepreneurs".



2015 ► Global Entrepreneurship Congress, Milan

Every year, the Global Entrepreneurship Congress (GEC) gathers together thousands of entrepreneurs, investors, researchers, policymakers and other startup champions from more than 160 countries to identify new ways of helping founders start and scale new ventures around the world. At the weeklong GEC, delegates make connections, gain insights, learn about new research, and leave ready to renew their programs, policy ideas or firm founder skills.

E4Impact CEO, Mario Molteni, was invited as guest speaker to present the Foundation and its activities at the panel "Building cohesive entrepreneurial ecosystems for Africa".



2014 ► World Investment Forum, UNCTAD, Genève

The World Investment Forum is a high-level, biennial, multi-stakeholder gathering designed to facilitate dialogue and action on the world's key emerging investment-related challenges. Its mission is to provide a platform where a debate on "investment for development" can take place and ultimately to promote investment flows that contribute to sustainable and inclusive development.

E4Impact CEO, Director of Programs and two MBA successful entrepreneurs were invited as guest speakers in the 2014 edition in Genève, joining the "Business Schools for Impact" session.



The future

ALTIS is committed to grow in accordance with its mission: “to create Entrepreneurship and Management for Sustainable Development” both in Italy and in the African countries where it offers its MBA model.

The School believes it has an essential role to play in the CSR culture in Italy. In shaping tomorrow’s business managers, it creates a generation of student that will bring the CSR vision in the organizations and societies in which they will operate.

Below we indicate the objectives that each business unit has set for the coming years.

Education:

ALTIS will expand its courses to cover the needs of various sectors and targets: profit companies and nonprofit organizations and institutions, public and private sector, managers and entrepreneurs.

All programs will be designed to provide sound managerial skills enriched with a vision and approach that values the social impact and social responsibility of every organization and institution.

In order to be more effective, wherever possible, in all programs specific courses on Corporate Social Responsibility will be included. Moreover all courses will be delivered with a special attention to and focus on sustainable development, social responsibility, and social impact.

In 2016, as a first example, ALTIS is planning a new Master in Accounting and Auditing (MAA) that will include a specific session on corporate responsibility and sustainability reporting.

E4impact:

The goal is the consolidation and expansion of the E4Impact Project by extending the MBA program to other African countries, on top of the 5 MBAs already delivered and the 2 planned in Tanzania and Senegal, with a final goal of 15 MBA programs in Africa.

Research:

The School is committed to develop tools and methodologies meant to measure the social impact, to strengthen relations between stakeholders engagement and business performance, and finally to analyze the drivers that allow the company to create value.

Consulting:

ALTIS would like to broaden its skills and experiences with companies from all sectors on issues of creating shared value and social impact measurement. The School is planning to expand its customer base to create a virtuous companies network with which to enhance the training and research activities of the School.

In the 2016 Consulting will increase its activity in supporting companies to present their sustainability reports. One of the first significant examples will be the sustainability report of the association of the companies working in the marble district in Tuscany.

CONTACTS:

Università Cattolica del Sacro Cuore

ALTIS – Alta Scuola Impresa e Società
Graduate School Business and Society

Via San Vittore 18 - 20123 MILAN ITALY

Ph. +39 027234 8383 - altis@unicatt.it