

# **PRME** Principles for Responsible Management Education

Università Cattolica del Sacro Cuore



**ALTIS**  
ALTA SCUOLA  
IMPRESA E SOCIETÀ

## **Sharing information on Progress** **2016-2017**



**May 2018**

## SHARING INFORMATION ON PROGRESS REPORT May 2018

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ALTIS, the Graduate School Business & Society of the Università Cattolica del Sacro Cuore of Milan, Italy, is an international research and education center 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 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 2018

## 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**.

### *Entrepreneurship and Management for Sustainable Development*

ALTIS SUPPORTS PROFESSIONALS, MANAGERS AND ENTREPRENEURS WHO WANT TO BE PROTAGONISTS OF THE CREATION OF A RESPONSIBLE MANAGERIAL CULTURE.

WE FOSTER RESEARCH AND INNOVATION, WE DEVELOP EDUCATIONAL PROGRAMS AND WE OFFER CONSULTANCY SERVICES AIMED AT COPING WITH THE CHALLENGES OF A CONSCIOUS AND RESPONSIBLE DEVELOPMENT WITHIN THE CURRENT ECONOMIC CONTEXT, IN AN EFFECTIVE WAY AND WITH CONCRETE TOOLS.

**The Graduate School aims to favour, through research, training and strategic consultancy to companies, private and public,** the diffusion of a responsible managerial culture, the reconciliation of competitiveness and corporate social responsibility, the interaction between profit and no-profit sector for the development of the Country, the good governance and a sustainable internationalization.

- *Integration of social and environmental responsibility (CSR) in the relevant business sector of an enterprise, as well as in its corporate governance and industrial plan;*
- *Management of no-profit enterprises;*
- *Partnerships among private, no-profit and public sectors for the creation of shared value;*
- *Internationalization of enterprises, with particular attention to the contribution it represents for the development of emerging and developing countries;*
- *Dissemination, at the international level, of the "industrial cluster" model, with particular attention to geographical areas of specific interest for Italian enterprises and clusters such as, Latin America, China, Eastern Europe, the Mediterranean Basin and the African continent.*



## 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 ([www.e4impact.org](http://www.e4impact.org)) is an initiative launched in 2010 by ALTIS – Graduate School of Business and Society of Università Cattolica del Sacro Cuore, with the objective of training impact entrepreneurs in the developing world in order to support the start-up and growth of their businesses.

In 2015, E4Impact became a Foundation with the support of Securfin, Mapei, Salini-Impregilo, Università Cattolica del Sacro Cuore and Always Africa Association. Later, Bracco, eni and Lisa Spa joined E4Impact as Corporate Participants.

The work of the Foundation contributes to the accomplishment of many of the United Nations 2030 Sustainable Goals, including access to quality education, decent work, economic growth and poverty and hunger reduction.

The main goals of the Foundation are:

- Train a new generation of entrepreneurs capable of combining economic success with positive social impact;
- Partner with local universities to embed entrepreneurial education in African Management Curricula;
- Facilitate the international development of European and African companies attentive to social and environmental impact

To achieve its goals the Foundation, in collaboration with ALTIS - Università Cattolica del Sacro Cuore of Milan and a local university from the host country, offers the Global MBA in Impact Entrepreneurship. The MBA is a unique executive program that guides active and aspiring entrepreneurs to start or scale their businesses, providing them simultaneously with an academic and business acceleration experience.

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. It supports both active and aspiring entrepreneurs to:

- Develop the business skills necessary to guide a new venture or scale an existing business;
- Utilize tools and solutions for the start-up or scaling of a high growth business;
- Develop a personal network of mentors and investors;
- Establish links with entrepreneurs across Africa.

The following elements make up the uniqueness of the MBA:

- 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.
- 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.
- Relations with investors:** Participants are given a minimum of three opportunities to pitch their project to a jury of investors.
- Dual 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.
- 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 formula**, 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”.***

At the end of 2017 the MBA was active in:



**Kenya:** [7<sup>th</sup> edition of the MBA](#) in **Nairobi** at Tangaza University College-  
“**MBA Global Business and Sustainability**”.



**Ghana:** [4<sup>rd</sup> edition of the MBA](#) in **Accra** at Catholic Institute of Business and  
Technology – “**Global MBA in Impact Entrepreneurship**”



**Sierra Leone:** [3<sup>rd</sup> edition of the MBA](#) in **Makeni** at University of Makeni  
“**Global MBA in Impact Entrepreneurship**”



**Uganda:** [3<sup>rd</sup> edition of the MBA](#) in **Kampala** at Uganda Martyrs University

**“MBA Global business and Sustainability”**



**Ivory Coast:** [2<sup>nd</sup> edition of the MBA](#) in **Abidjan** at Centre de Recherche et d’Action pour la Paix - **“MBA en Entrepreneuriat et Développement Durable”**



**Senegal :** [1st edition of the MBA](#) in **Dakar** at Institut Supérieur de Management - **“MBA en Entrepreneuriat”**

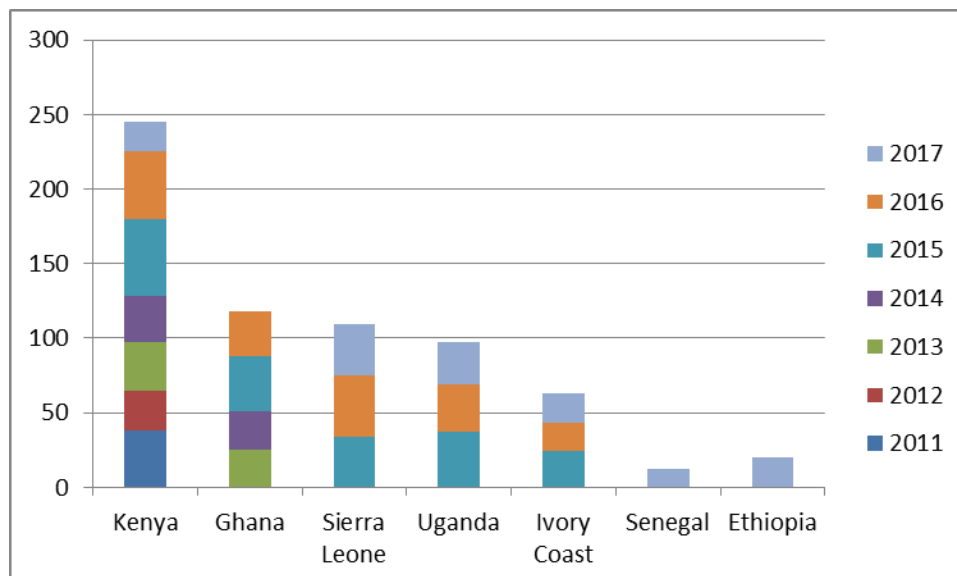


**Ethiopia :** [1st edition of the MBA](#) in **Addis Ababa** at **St. Mary’s University College** - **“ Global MBA in Impact Entrepreneurship ”**

By the end of 2018 the MBA will start also in:

- **Rwanda** at Kigali Institute of Management

**122 entrepreneurs are currently under training, while 542 have been already trained.**





MBA student in Ethiopia during a coaching session



MBA Champion Joseph Nkandu from Uganda processing coffee (he's founder and executive director of NUCAFE)



MBA student in Sierra Leone at the end of the Business Plan Competition

Awarding of the winner of the Business Plan Competition in Kenya during the 1<sup>st</sup> Annual Entrepreneurship Conference organized at Tangaza University College (University Partner in Nairobi)

**Contacts:** E4Impact Foundation [www.e4impact.org](http://www.e4impact.org) - [info@e4impact.org](mailto:info@e4impact.org) -  Facebook  Twitter

## ITALIAN MBAs and MASTERS

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 (MIPA)**

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.

### **MASTER IN ACCOUNTING AND AUDITING (MAA)**

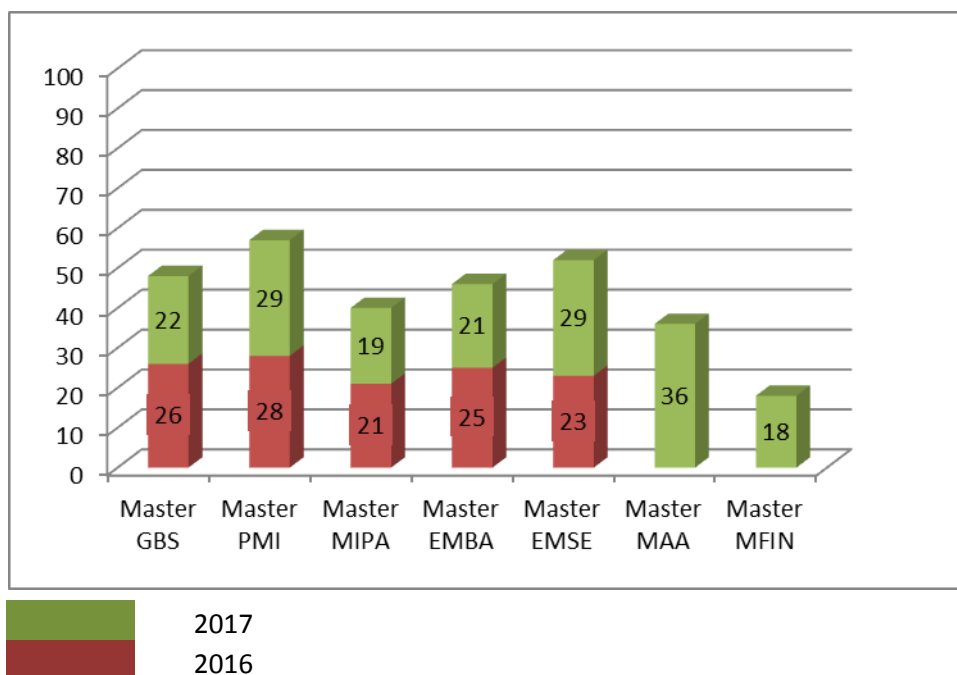
The Master in Accounting and Auditing (MAA) responds to the demands of the labor market because it transforms the graduate students into professionals, that is to say people with the technical knowledge and practical approach necessary to start their professional career with the interlocutors of the highest level in the field of auditing and internal auditing, financial and managerial accounting. The path is highly professional and job-oriented thanks to the "Lessons + Stage" structure and the experience and the company know-how brought to the classroom by teachers, professionals, EY Partners and managers.

This Master also includes a specific session on corporate responsibility and sustainability reporting.

**MASTER IN FINANCE: FINANCIAL INSTRUMENTS, MARKETS AND SUSTAINABILITY (MFIN)**

Our Master in Finance: tools, markets and sustainability, is the first in Italy in response to the request of new professionals able to evaluate the investments or economic and financial management of companies and institutions. The aim is to train financial operators with a forward-looking look, who are able to take account of the principles of sustainability while maintaining a high level of attention to profitability.

ALTIS created this master by joining the 2030 Agenda, proposed by the United Nations, which indicates to public and private companies and investors guidelines and parameters shared at international level, fundamental for aligning investment strategies to achieve the Global Development Goals (SDG ) and direct the financial system towards an inclusive and sustainable development model: the so-called SDGs finance.

**Master students per year**

## Executive Courses:

### **PROFESSIONE CSR (THE ROLE OF CRS MANAGER)**

We have been leaders in the dissemination of CSR in Italy since its early stages, through research and forefront training programmes. We have contributed to define the role of the CSR manager, conducting the first international research on the new profession, back in 2005.

In **2006** we created the **CSR Manager Network**, the national association that brings together professionals dedicated to the management of socio-environmental and sustainability issues linked to company activities.

Since 2006 we have developed 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 (12<sup>th</sup> edition in 2016 and 13<sup>th</sup> and 14<sup>th</sup> in 2017) 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.

**332 CSR Managers have been trained in these 14 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](http://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."

### 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

## Our research approach

### Our multi-level approach: looking at the big picture with a detailed oriented attitude

Since our establishment, in ALTIS we conduct scientific research and action research activities on the themes of sustainability.

With **scientific research activities** we **develop new knowledge** and **produce generalizable results** that can be applied to different realities, thus contributing to the international academic debate.

With **action research activities**, on the other hand, **we investigate processes and offer concrete solutions** to favour the integration of sustainability in the strategies, governance and daily activities of specific companies and institutions.

In order to be at the forefront of research and offer the best expertise to our interlocutors, we work with a pool of international researchers and academics and, drawing on the prestigious network of the Università Cattolica, we develop strategic partnerships with influential research centres such as, the Cass Business School, the Boston College, the Doughty Centre for Corporate Responsibility, and the Cranfield University.

### Sustainability at the core.

Research is the engine that ignites all the activities conducted in ALTIS.

In fact, **research represents a remarkable added value** for the participants of our courses and masters who benefit from the access to the most innovative theories and concrete examples offered by the projects developed by our researchers.

In addition, in ALTIS research and consultancy activities targeted to companies are closely linked. With the scientific rigour and the pragmatic approach of our research, we support entrepreneurs and managers who wish to pursue growth and cultural change in their companies, that being public or private, by offering consultancy services, which favour competitiveness, innovation and the development of new sustainability-based business models.

Our **research team**, PhDs, researchers, associate and full professors conduct a continuous activity and publish in the most referenced national and international reviews.

The researcher team is counts on PhDs, researchers and associate and full professors.

### Professors

- Mario Molteni
- Matteo Pedrini

## Researchers

- Benedetto Cannatelli
- Laura Maria Ferri

## PhD candidates and research fellows

- Giacomo Ciambotti
- Chiara De Bernardi
- Alisa Sydow
- Maria Cristina Zaccone
- Marco Minciullo

Following a list of main publications in 2016 and 2017 :

Publication	Abstract
<p>Bramanti, V. Coeli, A., Ferri, L. M., Fiorentini, G. &amp; Ricciuti, E. (2017). A model for analyzing non-profit organisations in the food recovery, management and redistribution chain. In Baglioni, S., Calò, F., Garrone, P &amp; Molteni, M. (ed). "Foodsaving in Europe. At the crossroad of social innovation", Palgrave Mcmillan, Cham (CH). ISBN: 978-3-319-56554-5 o 978-3-319-56555-2 (ebook); DOI: 10.1007/978-3-319-56555-2</p>	<p>The chapter analyses the food recovery, management and redistribution system from the viewpoint of food charities, and it presents a model to analyse the constraints faced by NPOs as well as the enablers which help them manage surplus food more efficiently. The model is built combining the literature on both non-profit organisations and food recovery management with the empirical evidence from 37 cases of NPOs across four European countries (France, Germany, Italy and Spain). For each dimension of the model, the cross-case analysis carried out here allowed to identify strengths and weaknesses of the NPOs along the three stages of the food recovery process: collection, management and distribution</p>
<p>Cannatelli B. (2016). Exploring the Contingencies of Scaling Social Impact: A Replication and Extension of the SCALERS Model. VOLUNTAS, p. N/A, ISSN: 0957-8765, doi: 10.1007/s11266-016-9789-x</p>	<p>While the scaling of impact remains to be one of the most important issues in the field of social entrepreneurship, limited empirical research has been focused on the topic. One of the first scholarly attempts to build a research agenda to better understand the scaling of social impact was the SCALERS model. Building on initial theoretical and empirical work, this study is based on a sample of 179 nonprofit organizations in Italy. It also extends prior work by providing theoretical grounding through contingency theory and conducting the first empirical test of the situational contingencies of the SCALERS model. A positive relationship between each of the SCALERS variables and scaling—except replicating—has been found. Initial evidence of five contingencies that moderate the relationship between the</p>

Publication	Abstract
	SCALERS and scaling of social impact has also been found.
Cannatelli B., Pedrini M., Grumo M., (2017), “The effect of brand management and product quality on firm performance: the Italian Craft Brewing Sector”, <i>Journal of Food Products Marketing</i> , Vol. 27, No. 3, 303-325 [ISSN: 1045-4446; DOI:10.1080/10454446.2014.949989].	The article contributes to the limited literature on marketing strategies of microfirms operating in new niches within mature industries. The study explores the effect of brand management processes and product quality on performance of microfirms in the Italian brewing industry. Preliminary qualitative interviews with eight entrepreneurs were realized. Then 92 questionnaires were collected from the entire population of 335 microbreweries operating in Italy for quantitative analysis. Findings suggest intrinsic product quality being the most relevant determinants of firms’ performance, while the adoption of brand management processes exerts a significant, negative impact. The article takes into account the relationship between brand management, quality, and performance by focusing on a single industry. Future research may enhance the significance of our findings by including multiple sectors. Entrepreneurs and microbusiness leaders should carefully assess both external (industry life-cycle stage) and internal (resource availability) factors before engaging in any brand management activity. In mature firms, it may be more beneficial and effective focusing on enhancing product quality. The article addresses an important gap regarding the adoption of brand management practices in microfirms, adding to the emerging strategic marketing literature in the small business field.
Cannatelli B., Smith B., Giudici A., Jones J., Conger M. (2016). An Expanded Model of Distributed Leadership in Organizational Knowledge Creation. <i>LONG RANGE PLANNING</i> , vol. 2016, p. 1-21, ISSN: 0024-6301, doi: 10.1016/j.lrp.2016.10.002	Based on a three-year qualitative, longitudinal case study of a social venture partnership, we extend the understanding of distributed leadership in organizational knowledge creation. We develop an expanded model of distributed leadership that identifies the antecedents, different forms, and enablers of distributed leadership in knowledge creation. Our findings move beyond a static and monolithic understanding of distributed leadership to illustrate how an expanded model informs the situational leadership framework and spiral of knowledge creation across an organization's hierarchy and boundary in the context of social



Publication	Abstract
	entrepreneurship.
Cannatelli, B.L., Smith, B.R. & Sydow, A. J Bus Ethics (2017). <a href="https://doi.org/10.1007/s10551-017-3482-x">https://doi.org/10.1007/s10551-017-3482-x</a>	This work extends theory about entrepreneurship across formal and informal institutional boundaries. While research has identified formal, informal, and renegade economies, we introduce the concept of the controversial economy, defined as the set of legal but illegitimate (to some large groups) activities through which actors exploit opportunities. We explain the existence of the controversial economy, its prevalence, and provide examples. We explore how and why entrepreneurs may exploit opportunities in the controversial economy based on individual and opportunity-related attributes. Finally, we identify several theoretical perspectives and research questions as an initial research agenda for the controversial economy.
Cerrato, D.; Depperu, D.; Minciullo, M. (2016). "Performance, quotazione e sostituzione dell'Amministratore delegato: un'analisi empirica su Italia e Regno Unito". <i>Bancaria</i> ; vol. 4; pp. 31-47 (ISSN 0005-4623 cartaceo; ISSN 2499-4472 online).	La sostituzione dell'Amministratore delegato rappresenta uno dei momenti più significativi nella vita di un'impresa. Le ragioni che influenzano la decisione di sostituire l'Ad sono al centro del presente lavoro. In particolare, lo studio si focalizza sull'effetto di tre fattori: le performance dell'impresa, la quotazione in borsa e le caratteristiche del contesto istituzionale, in termini di differenza tra contesti di common law e contesti di civil law. L'analisi empirica è basata su un campione di imprese non finanziarie che si sono quotate alla Borsa Italiana e al London Stock Exchange nel periodo 2000-2009.
Depperu, D.; Minciullo, M.; Cerrato, D. (2017). "IPO and CEO turnover: An empirical analysis on Italy and UK". <i>Corporate Ownership and Control</i> ; 14 (2-1); 165-172; DOI: 10.22495/cocv14i2c1p1.	This work is aimed at investigating the factors that can foster CEO turnover, being acknowledged as one of the most crucial events in a firm's life. The study examines CEO turnover before and after the IPO process, looking at firms going or recently gone public, with a specific focus on the effect of performance and the institutional context. The empirical analysis is based on a sample of non-financial companies listed on the Italian Stock Exchange and the London Stock Exchange in the period 2000-2009.

Publication	Abstract
<p>Ferri L.M., Pedrini M., (2017), Socially and environmentally responsible purchasing: comparing the impacts on buying firm's financial performance, competitiveness and risk, <i>Journal of Cleaner Production</i>, 174, 880-888. ISSN: 0959-6526; DOI: 10.1016/j.jclepro.2017.11.035.</p>	<p>The paper presents a study that aims to compare the contribution of social and environmental practices along the purchasing process to economic performance, competitiveness, and risk mitigation of the buying firm. The number of studies dealing with the topic has significantly increased in the last few years. The majority of the extant research is focused on the environmental dimension, whereas fewer studies have explored the social dimension or the combination of both factors. The results are mixed, with some scholars supporting the existence of a positive relationship between socially and environmentally oriented purchasing management and financial performance, competitiveness and risk mitigation and others being more cautious. Relying on suggestions from earlier literature, the study presents an analysis of a database made up of 189 international buying companies operating in Italy, and the results have provoked two main observations. Data were collected through a closed-question questionnaire to purchasing managers, which was defined from items and variables identified in the previous literature. On the one hand, the results corroborated the hypotheses of the study, confirming that both dimensions contribute to firm performance. On the other hand, the findings showed that differences do exist and that the positive relationship between social and environmental dimensions and firm performance depends upon the stage into which those criteria are integrated. The integration of social criteria has proven to impact only risk mitigation throughout the purchasing process, whereas the environmental dimension contributes to risk mitigation and competitiveness when included in the supplier selection phase and to economic performance when considered in supplier relationship management.</p>
<p>Ferri, L. M. (2017), The influence of the institutional context on sustainability reporting. A cross-national analysis. <i>Social Responsibility Journal</i>, 13(1),24-47. ISSN: 1747-1117, DOI: 10.1108/SRJ-11-2015-0172.</p>	<p>The paper compares the sustainability reporting in three different national and institutional contexts, namely Italy, Brazil and USA and aims at investigating whether companies show a different approach to sustainability reporting depending on the institutional setting where they operate. To reach this goal a sample of 150 reports was content-analyzed through a methodology</p>

Publication	Abstract
	<p>based on a coding process which allowed overcoming part of the limitations in previous works.</p> <p>Results observed a relationship between the SR and the characteristics of institutional contexts, thus suggesting that while there is a general acceptance and use of international SR standards and initiatives, the content is influenced by and shaped on the characteristics of the national institutional context. In other words, although a widely diffused base of data and information can be found in the SR of companies in different contexts, the accent is put on specific issues which reflect the political, cultural, religious, legal and otherwise defined institutions in the national system.</p>
<p>Ferri, L. M., Pedrini, M. &amp; Pilato, V. (2016). The management of stakeholder dialogue in different institutional contexts: an empirical study on FTSE4GOOD companies. <i>Journal of Cleaner Production</i>, p. 136, 226-236. ISSN: 0959-6526, DOI: 10.1016/j.jclepro.2016.01.100</p>	<p>The paper compares the sustainability reporting in three different national and institutional contexts, namely Italy, Brazil and USA and aims at investigating whether companies show a different approach to sustainability reporting depending on the institutional setting where they operate.</p> <p>To reach this goal a sample of 150 reports was content-analyzed through a methodology based on a coding process which allowed overcoming part of the limitations in previous works.</p> <p>Results observed a relationship between the SR and the characteristics of institutional contexts, thus suggesting that while there is a general acceptance and use of international SR standards and initiatives, the content is influenced by and shaped on the characteristics of the national institutional context. In other words, although a widely diffused base of data and information can be found in the SR of companies in different contexts, the accent is put on specific issues which reflect the political, cultural, religious, legal and otherwise defined institutions in the national system</p>
<p>Ferri, L.M., Oelze, N., Habisch, A., Molteni M., (2016). Implementation of Responsible Procurement Management: an institutional perspective, <i>Business Strategy and the Environment</i>, 25(4), 261-276. ISSN: 0964-4733, DOI: 10.1002/bse.1870, IF: 2.877.</p>	<p>The role of the institutional context in the pattern of the implementation of responsible procurement management (RPM) has been object of very limited previous research, although it has been found that it affects the approach to both CSR and supply chain management. The article presents the results of an in-depth comparative study drawing on</p>

Publication	Abstract
	<p>47 interviews with managers of 13 companies in Italy and Germany, which have been previously related to different national institutional settings. The analysis demonstrates that the perception of factors influencing RPM implementation differs between Italian and German companies, and suggests that the institutional context affects not only the overall CSR behavior of the company, but also its institutionalization into a specific function. Results show that the institutional context mainly determines the boundaries within which practitioners are able to operate, whereas the ability to effectively bring about changes in their activity mainly depends upon organizational environment.</p>
<p>Minciullo M. (2016). "Fostering orientation to performance in nonprofit organizations through control and coordination: the case of corporate foundations and founder firms" in Gnan L., Hinna A., Monteduro A. (ed.) <i>Governance and Performance in Public and Non-Profit Organizations (Studies in Public and Non-Profit Governance, Volume 5)</i>, Emerald Group Publishing Limited, pp. 207-232.</p>	<p>This chapter investigates the impact of coordination and control mechanisms on the orientation to performances, looking at the relation between Corporate Foundations and their Founder Firms. The research starts from the consideration that the relationship between CFs and Founder Firms can be considered similar to the relationship between headquarter and subsidiaries in large corporations, as the ties are very strong and significant.</p>
<p>Minciullo, M. (2016). "Il ruolo strategico delle Fondazioni d'Impresa: tra Responsabilità Sociale e Vantaggio Competitivo". <i>Impresa Progetto-Electronic Journal of Management</i>, vol. 1-2016 (ISSN: 1824-3576).</p>	<p>Questo lavoro intende rileggere il fenomeno delle Fondazioni d'impresa in un'ottica strategica, evidenziandone gli elementi che potrebbero consentire di riconsiderare il ruolo di tali organizzazioni all'interno della politiche di Filantropia Strategica. In particolare, il lavoro si concentra sulle caratteristiche che rendono queste organizzazioni capaci di rispondere alle richieste di più categorie di stakeholder.</p> <p>Il presente articolo si propone, pertanto, di contribuire al dibattito sulla filantropia strategica, offrendo una prospettiva integrata utile a vedere il fenomeno nel suo complesso, e ponendo in evidenza la capacità delle Fondazioni d'impresa di allineare gli obiettivi economici aziendali con le aspirazioni etiche, creando una forma inimitabile di vantaggio competitivo.</p>
<p>Minciullo, M. (2016). "Shared Value and Philanthropy: the Potential Role of Corporate Foundations". <i>Electronic Journal of Business Ethics and Organization Studies</i>; vol. 21(2); 19-26.</p>	<p>This paper deals with the topic of research of Corporate Foundations (CFs), aiming at stressing how these organization have been studied so far, and how it could be possible to reconsider their role in the domain of</p>

Publication	Abstract
	<p>philanthropic initiatives. In particular, this study aims to reconsider the phenomenon of Corporate Foundations under the shared value perspective, highlighting the ability of these organizations to respond to requests of multiple categories of stakeholders. Through the analysis of CFs peculiarities the study will underline the characteristics that are suitable for taking into consideration the potential role of CFs, by means of creating value for both society and firm. Thus, this paper aspires to contribute to the growth of knowledge in the field of Corporate Foundations by adopting an integrated perspective, and by providing suggestions for stimulating new directions for further inquiry.</p>
<p>Pedrini M., (2016), “Exploring the effect of gender diversity in MFIs during turbulent periods”, <i>The International Journal of Human Resource Management</i>, onlinefirst [ISSN:0958-5192; DOI: 10.1080/09585192.2016.1246460]</p>	<p>Gender diversity is generally recognized as relevant in microfinance, and the relationship between gender diversity and firms’ performance has received attention in academic literature. The above-mentioned relationship has not been addressed until now in the microfinance industry specifically. This study seeks to explain the role played by gender diversity in the workforce of microfinance institutions (MFIs) during turbulent periods in the firms’ performance. The study analyses data from 555 ratings of 185 MFIs from MicroFinanza Rating, a leading microfinance rating agency. The analysis shows that the number of women on the staff of MFIs is significantly and positively associated with both the Return on Equity and Operational Self-Sufficiency of MFIs, indicating a positive impact of gender diversity on firms’ performance.</p>
<p>Pedrini M., Langella V., Molteni M., (2017), “Do entrepreneurial education programs impact the antecedents of entrepreneurial intention? An analysis of an entrepreneurship MBA in Ghana”, <i>Journal of Enterprising Communities: People and Places in the Global Economy</i>, Vol. 11, No. 3, 373-392. [ISSN: 1750-6204; DOI: 10.1108/JEC-12-2016-0043].</p>	<p>Since the number of Entrepreneur Education Programs (EEPs) is constantly increasing, there is an ongoing debate on their effectiveness on entrepreneurial intention, but mixed results were found. This paper aims to analyse the impact of an EEP on the antecedents of the entrepreneurial intention in Ghana. Following the theory of planned behaviour, we analysed the impact of the EEP on 30 participants of the “E4impact MBA” managed in Accra (Ghana), using an explanatory approach with a mixed-method quasi-experimental design featuring pre and post-testing as well as methods for measuring students’ self-perceived change. Results show that EEPs strongly and positively affect some physiological characteristics, skills,</p>

Publication	Abstract
	<p>and knowledge of participants, which are antecedents of entrepreneurial intentions. The study offers a perspective of EEPs programs in a fast-expanding market, covering the lack of studies on entrepreneurship in these areas, and it is focus on a post-graduate program covering the lacks of studies on these level of education.</p>
<p>Pedrini M., Spina F., (2017), “The process of women empowerment in microfinance: definitions, implications and downsides”, <i>Corporate Ownership and Control</i>, Vol. 14, No. 2, pp. 360-369 [ISSN: 1727-9232; DOI:10.22495/COCV14I2C2P9].</p>	<p>The present paper provides a review of the literature on women’s empowerment. In particular, it explains women’s empowerment and how it has been defined by various authors over time. It also aims at showing studies conducted on empowerment within microfinance and it reports research on the relevance of context. Finally, it reports research on the relevance of context as well as the negative aspects of women’s empowerment. Further, this work points out some gaps in the literature and provides suggestions for future research. The authors advance two hypotheses that could be verified in the future, assuming that there are two levers, “additional resources/services availability” and “national patriarchal society”, which act as mediating factors between the outreach of microfinance, or women and the actual impact on empowerment.</p>
<p>Pedrini, M., &amp; Ferri, L. M. (2016). Doing Well by Returning to the Origin. Mission Drift, Outreach and Financial Performance of Microfinance Institutions. <i>VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations</i>, 27(6), 2576-2594. ISSN: 0957-8765; DOI: 10.1007/s11266-016-9707-2</p>	<p>The majority of studies discussed the existence of a trade-off between financial performance and outreach, pointing out those MFIs that look for higher profits lead to lower outreach. Another stream of research discussed the phenomena of mission drift, which see MFIs leave from their social mission, which is to provide micro financial services to break the cycle of poverty by reducing financial exclusion and move away from the traditional microcredit business model by three different ways. The paper contribute to the debate focussing the impact of mission drift phenomena on both financial performance and outreach of MFIs. This paper uses a dataset of 194 microfinance institutions (MFIs), 788 annual ratings from 2001 to 2010, collected by MicroFinanza Rating, an international MFIs’ rating agency, to study and test three hypotheses on the relationship between mission drift, financial performance and outreach of MFIs. Data analysed with mixed effect regressions shows that a trade-off exist between financial performance and outreach. Results show that</p>

Publication	Abstract
	mission drift positively impacts on financial performance but it reduces outreach. MFIs should be encouraged to clearly define if their main aim is to assure remuneration of shareholders or if they want to contribute to the outreach of poor.
Pedrini, M., Bramanti, V., Minciullo, M., & Ferri, L. M. (2016). Rethinking Microfinance for Developed Countries. <i>Journal of International Development</i> , 28(2), 281-302. ISSN: 0954-1748; DOI: 10.1002/jid.3205.	Despite the growth of the sector, microfinance's academic research in developed countries is still very limited. The paper builds on earlier works, which discuss four technical problems related to the diffusion of microfinance in developing countries. In re-framing their approach to apply it to developed countries, we propose a set of recommendations in order to foster the growth of the microfinance sector: (1) the use of financial institutions to supply microfinance products; (2) the development of an alternative credit scoring in banks; (3) the adoption of a regulatory framework for microfinance; and (4) the use of networks as social collaterals.

## 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 organizations, 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

**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:

### **ACTION**

- Welfare Plan
- Analysis of employee needs
- Paths of stakeholder engagement
- Building valuable partnerships with third sector organizations
- Ad hoc training

### **PLANNING**

- Integration of strategic sustainability objectives in industrial plans
- Definition of CSR policies
- Definition of CSR plans

### **MEASUREMENT**

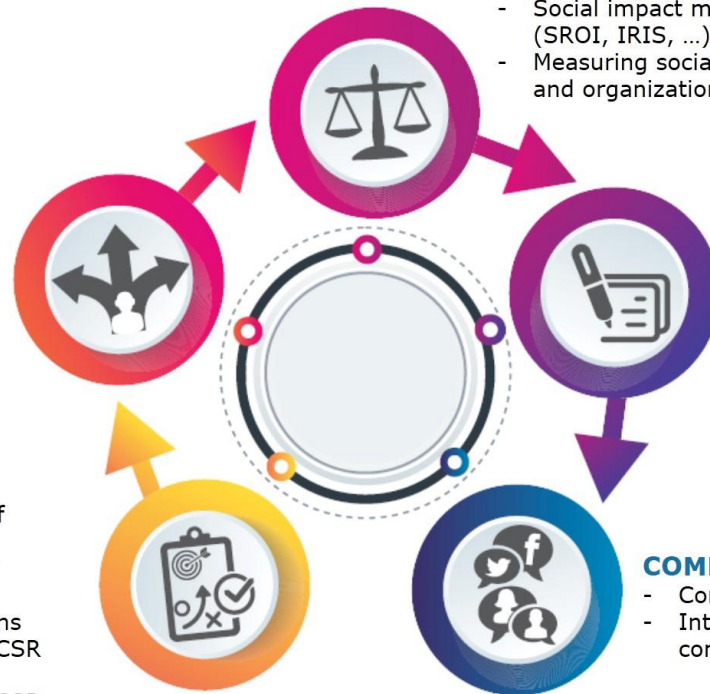
- Social impact measurement (SROI, IRIS, ...)
- Measuring social impact of projects and organizations

### **NON FINANCIAL REPORTING**

- Sustainability report
- Integrated report
- D.Lgs 254/2016 compliance (non financial report)

### **COMMUNICATION**

- Communication plan
- Internal 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:

### **SELEX SUSTAINABILITY PROJECT**

In the last few years Selex has been implementing a strategy of corporate social responsibility, bearing witness to the commitment of the entire commercial group and of the Associate companies towards the citizens and the territory. The Group works to give concrete answers to consumers, employees, families and suppliers and to implement initiatives for the environment and for society. The project aims to enhance the sustainability of the Selex Group and to create a shared and long-term CSR strategy among the Associate companies.

The whole project can be divided into three phases:

- **Implementation of Sustainability Report**

Selex has the aim to create the fifth edition of its Sustainability Report. In particular, ALTIS will operate in this activities:

- Preparation of data collection forms, using the new version of the international standard GRI (G4) and adaptation to the specific Selex reality.
- Preparation of the synthetic versions of the document with customizations for the interested companies.
- Final draft of the Sustainability Report

- **Newsletter's publication**

The CSR Commission has established the opportunity to differentiate the tools through which inform the staff on CSR issues. It was decided to produce two bi-monthly newsletters: one for the office staff, which contains a limited number of news concerning the Large-scale Retail Trade sector and including some specific news concerning CSR's world; and one for the store staff, which contains information on CSR's themes presented in a simple and interactive way, supplemented by some specific communication inserted by the Central office or by the company itself.

- **CSR Selex meeting**

During 2018 we will organise three meetings of the Selex's CSR Commission, which contain:

- Training aspects (theoretical contents + practical exercises)
- Development of 2018 projects
- Sharing progress of ongoing initiatives



## **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.

## 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:

### **STMICROELECTRONICS FOUNDATION - SOCIAL IMPACT MEASUREMENT**

The STMicroelectronics Foundation, founded in 2001 by STMicroelectronics - leader in the digital technologies sector, in particular in the supply of semiconductor solutions - aims to bridge the digital divide between the most disadvantaged people in the world. To accomplish this mission, the Foundation subsidizes and follows the organization of computer learning courses in 18 countries around the world, the Digital Unify Program (DUP).

ALTIS supported the STMicroelectronics Foundation in a process of analysis and stakeholder engagement in order to assess the impacts generated by the DU program project on the beneficiaries of the activities. An analysis was carried out on 3 of the 18 countries in which the Opera ST Foundation, namely: Morocco, Burundi and India, selected for their geographical and cultural representativeness. A mixed methodology was used, including collected and qualitative methods. Through the administration of questionnaires, interview and updates, to students of the course and their families, teachers, local partners, for a total of 7,000 collected questionnaires and 80 interviews, it was possible to collect and analyze a set of data both in aggregate form and in story form.

The work, completed in October 2017, showed positive results: after three months from the course the participants perceived an increase in their basic skills and declared to feel more comfortable in using the PC (+ 16%), putting in practice what they have learned in particular to send emails (+ 59%), to browse and search for information on the internet (+ 43%) and for job search (+ 42%) in order to improve their living conditions. In addition, families also show a positive interest and almost all participants (91%) claim to have taught their friends and family what they learned during the DU Program.

### **E4 IMPACT – OUTCOMES ASSESSMENT**

In 2017 ALTIS supported E4Impact in measuring the social impacts of the activities carried out in 2016 in order to enhance the MBA model. Those activities were: workshops for Professors, Business Coaches and Project Leaders of the MBAs; internship for students of Università Cattolica; the implementation of a quality assurance system and the mentoring of some alumni. The impact assessment involved 70 stakeholders, in particular the direct beneficiaries of the activities and a second group of stakeholders selected by taking into account actors that could have an overview of changes experienced by direct beneficiaries. Through the administration of semi-structured questionnaires, interviews and desk analysis quantitative and qualitative data were collected about outcomes experienced by stakeholders. The outcomes measured were: the increase of competences and skills of participants of the workshops, knowledge sharing and a better interaction between stakeholders, the increase of number of meetings with potential investors, a greater interest of interns towards working with/in Africa and an improvement of the coaching of entrepreneurs.

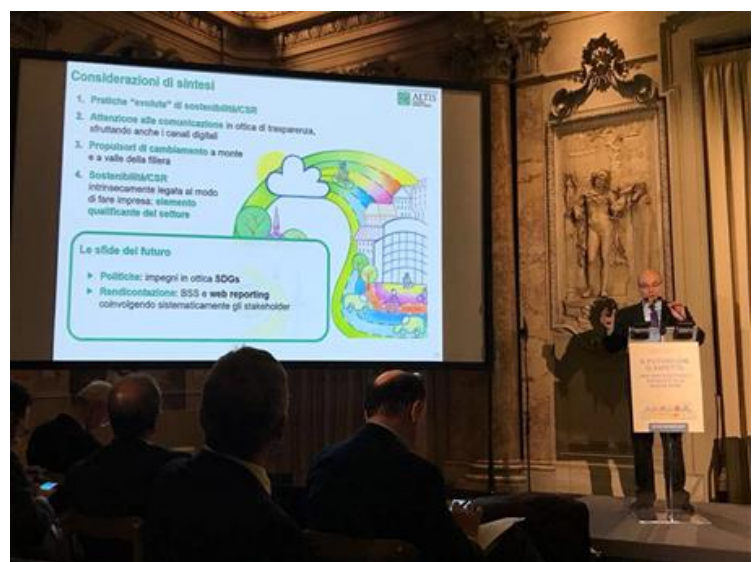
## Sustainability reporting:

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 23 groups of companies associated with Federdistribuzione, which account for 91% of the Federdistribuzione turnover and 94% in terms of employees. The edition 2016 reporting organization 101 indicators - compared to 96 of the second edition - on the different areas of Sustainability (customers, employees, suppliers, the environment, ethics and communication, and community) explicit adherence to social responsibility initiatives put in place by the associated company. Beyond that, the presentation of 35 cases of CSR initiatives 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 November 30, 2016 in Rome at Palazzo Colonna, in the presence of associated enterprises, associations and representatives of the political and institutional world.



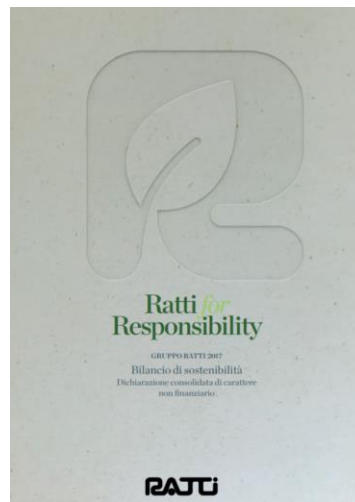
## **HUMANA PEOPLE TO PEOPLE**

Since 2014, ALTIS consulting has launched a sustainability program with "Humana people to people Italy". The project, created to report on the activities of Humana, has reached the second edition of the Sustainability Report.

The sustainability report, prepared in accordance with the "G4 Sustainability Reporting Guidelines", illustrates the activities, results and impacts generated, in the South of the world and in Italy, by HUMANA People to People Italy in 2015.

## **RATTI DNF**

The consolidated non-financial disclosure of the Ratti Group presents the activities, projects and results achieved by the Group in the course of the year 2017 in the economic, social and environmental reporting initiatives and in the commitments promoted by the company towards the main stakeholders. The DNF, integrated in the 2017 Sustainability Report of the Ratti Group, is the first one drafted by the Group and acts as an important tool for planning and controlling the corporate social responsibility initiatives of the Ratti Group. The DNF has been drawn up in compliance with the "GRI Standards 2016", which is in compliance with the provisions of the "Legislative Decree of 30 December 2016, no. 254". The decree incorporates the European directive 2014/95 / EU. The decree obliges, starting from 2018, some companies to report also non-financial information.



**CONTACTS:** Stella Gubelli : [consulting.altis@unicatt.it](mailto: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 competition, launched in 1999 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 partner for Italy since 2008 and is now spreading the competition among its international alumni and in general in Italian Speaking countries. In 2016 ALTIS has organized his 8<sup>th</sup> edition of the competition and has received 94 business ideas, while in the 2017 for 9<sup>th</sup> edition collected 122 ideas. In the meanwhile built up around the competition a strong partner network making GSVC Italian round a real landmark for Italian impact investing field.



**Aurelio Serrao of Atlas**  
First winner of the Italian GSVC in 2017



**Judging panel in 2017 GSVC Italy finals**

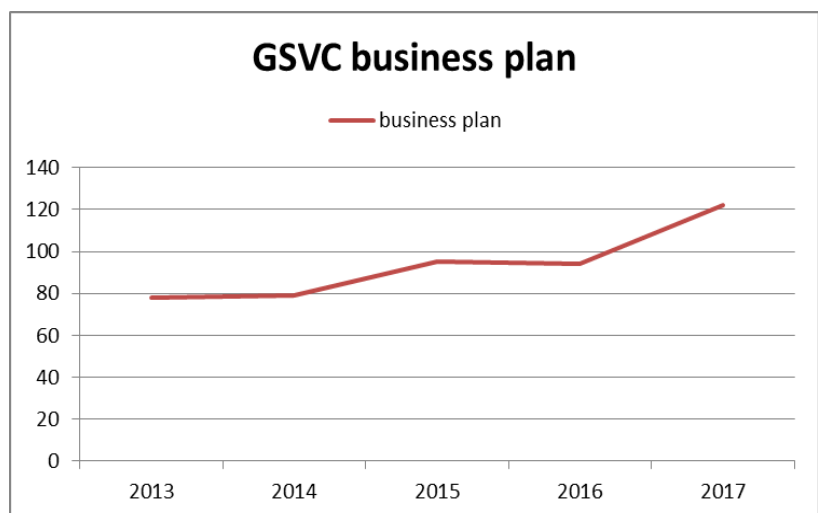
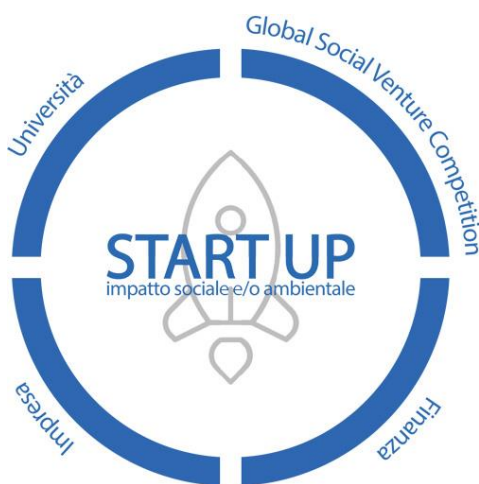
D-Heart is the first pocket electrocardiograph that connects via bluetooth to any type of smartphone allowing anyone to get a high quality electrocardiogram and be able to share it with their doctor or with a remote 24/7 alarm center.

## The winner of the final round in 2016

Bibak is involved in creating an anti-personnel mine detection system built with reusable technologies and available at affordable prices, to accelerate the transformation of post-conflict societies.



Hence the increase in the business plan that we have received in the last 2 years of competition.



**Contacts:** Mezzadri Andrea : [andrea.mezzadri@unicatt.it](mailto:andrea.mezzadri@unicatt.it)

<http://www.gsvc.it/>; [globalcompetition.altis@unicatt.it](mailto:globalcompetition.altis@unicatt.it) –

Facebook: [www.facebook.com/Gsvcltaly](https://www.facebook.com/Gsvcltaly) Twitter: [@Gsvcltaly](https://twitter.com/Gsvcltaly)

## City Innovation Lab



**City Innovation Lab** is a European knowledge platform dedicated to enhance the value of territories using the tools offered by Cultural Planning and Place Branding.

Launched in 2012 within the Graduate Schools of the Università Cattolica, on the initiative of Federica Olivares with the support of Ares Kalandides, Giovanna Fossa e Martha Friel, today the Platform is hosted and operates within ALTIS Graduate School of Business & Society.

The **Cultural Planning approach** aims to strategically use cultural resources to support urban and community development. It is part of a wider territorial planning and development strategy, able to produce a comprehensive growth for the relevant areas.

**Place Branding**, instead, is specifically aimed to have an impact on the image and reputation of a certain place, and to interface and interact with cultural policies, urban planning and social policies, thus contributing to create added value in the perception of investors, consumers and citizens.

Both these approaches provide the necessary methodological tools to work on the definition of culture-based strategies for urban and territorial development and enhancement.

City Innovation Lab offers training and consultancy services aimed to generate territorial/local development projects building on cultural resources.

Being part of a network of European universities, research centers and experts, provides City Innovation Lab with a valuable international perspective.

### Activities

City Innovation Lab offers training and competence refresher courses designed mainly to meet the needs of local administrators who must find solutions for the development of the territory and at the same time enhance the quality of life of local communities.

### The offer

- 1-2 day intensive seminars on Place Branding tools
- 1-2 day in-depth workshop focused on the practices for the generation/creation/production of territorial/local development plans using the Place Branding approach
- In-house seminars designed specifically for local authorities, departments and consortia interested in the Place Branding approach as an operational tool to generate value for the territory and the community



- Consultancy activities for the development of cultural enhancement projects based on cultural resources.

Scientific direction:

Federica Olivares

For more information, please write to:

[cityinnovationlab.altis@unicatt.it](mailto:cityinnovationlab.altis@unicatt.it)

**Contacts:** Prof. Federica Olivares - [cityinnovationlab.altis@unicatt.it](mailto: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.

## Network and collaborations

In line with its mission, ALTIS **collaborates** with organisations that contribute to the creation and sharing of knowledge and best practices on the themes of sustainability, impact entrepreneurship, responsible growth, and of creating and measuring of shared value.

**ALTIS** is a promoter and member of **Social Value Italia**, the association that encourages in Italy the culture and practice of social value measurement in the Public Administration, the Third Sector, as well as among philanthropists, and economic and financial operators.

The **CSR manager Network** has been established and promoted in 2006 by **ALTIS** together with the **Istituto per i Valori di Impresa (ISVI)** to favour the dialogue and creation of synergies among corporate social responsibility professionals.

Since 2008 ALTIS is a Regional partner of the **Global Social Venture Competition (GSVC)** launched and organized by the Haas Business School Berkley University (California).

As regional partner ALTIS organizes the Italian Round of the competition by collecting and selecting the teams that compete with entrepreneurial ideas with marked social relevance and positive environmental impact.

In **2010** ALTIS launched the project on which the **Fondazione E4Impact** was built, establishing a network of Executive MBAs in Sub-Saharan Africa organized in partnership with local universities to accompany young start-uppers in the development of businesses with a distinct and positive social and environmental impact.

As of today, the Universities involved are:

- [Tangaza University College, Nairobi, Kenya](#)
- [University of Professional Studies, Ghana](#)
- [University of Makeni, Sierra Leone](#)

- [Uganda Martyrs University, Kampala, Uganda](#)
- [Centre de Recherche et d'Action pour la Paix Abidjan, Ivory Coast](#)
- Institut Supérieur de Management, Dakar, Senegal
- [St. Mary's University, Addis Ababa, Ethiopia](#)

ALTIS, as a [participant to the UN Global Compact](#) is one of the signatories of the Principles for Responsible Management.

## 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

[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

[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.

## 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 2018, ALTIS would like to consolidate his own Master programs and develop his courses on Sustainable Finance.

### 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 7 MBAs already delivered with a final goal of 15 MBA programs in Africa. By the end of 2018 the 8 MBA will start in: **Rwanda** at Kigali Institute of Management.

### 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 2018 Consulting will increase its activity in supporting companies to present their sustainability reports. In addition, the first Impact Report of Gemelli Medical Center - Benefit Company will be presented in May 2018. The report was produced with the scientific contribution of ALTIS, combining social reporting with long-term impact measurement.

### 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