

# **PRME** Principles for Responsible Management Education

UNIVERSITÀ CATTOLICA del Sacro Cuore



**ALTIS**  
GRADUATE SCHOOL  
BUSINESS & SOCIETY

2005-2020

15<sup>th</sup> anniversary

## Sharing information on Progress 2018-2019

May 2020

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# SHARING INFORMATION ON PROGRESS REPORT

## May 2020

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## About ALTIS

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

**Founded in 2005**, since October 2007 it has been committed to advancing the Global Compact's principles by training leaders who are well-prepared to adequately face the most pressing global challenges. The School has been a member of [PRME](#) since 2008.

## 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, a workshop for the development of **business solutions based on a win-win logic**, a leading international centre of **impact entrepreneurship** and, finally, a **bridge** between advanced economies and developing ones. The Graduate School encourages the international development of Italian companies, and at the same time is committed to bringing the best practices of our industrial excellences to India, Latin America, Africa and the Middle East.

In essence, at the heart of its vision is the drive to disseminate innovative entrepreneurial approaches, which may **benefit entrepreneurs, society 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 turned into a cooperative positive-sum game, in which each participant benefits from the actions of others.

The Graduate school is divided into three interdependent business units: **Research, Education** and **Consultancy**. In 2015, the BU dedicated to impact entrepreneurship became a spin-off, the **E4Impact Foundation**. E4Impact has since encouraged the dissemination of entrepreneurial ideas and successful business models in the sub-Saharan Africa, drawing the interest of several Italian companies and organisations and creating partnerships with local universities and institutions.

Developing sustainable and responsible kinds of management and entrepreneurship is a “mission possible”, an innovative and worthwhile challenge which can and must be taken on in Italy, where difficulties and opportunities coexist. As the Director of ALTIS, I am proud to be a part of a School whose vocation is preparing professionals, managers and young students to **turn this vision into reality**.

The Director

Vito Moramarco

Full Professor of Economic Policy

Università Cattolica del Sacro Cuore

May 2020

A handwritten signature in black ink, appearing to read 'Vito Moramarco'.

## 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 our mission:

### *Entrepreneurship and management for sustainable development*

We support professionals, managers and entrepreneurs who are committed to adopting and promoting a responsible managerial culture.

We foster research and innovation, design educational programmes and offer consultancy services aimed at efficiently coping with the challenges of a conscious and responsible development within the current economic context, through concrete instruments and actions.

In particular, we are specialised in:

- **integrating social and environmental responsibility** (CSR) in the industrial strategy of an enterprise, as well as in its corporate governance and mission
- **transferring knowledge and methods** of impact measurement and evaluation to enterprises
- **training the managers of non-profit enterprises**
- **promoting partnerships** among private, no-profit and public sectors for the creation of shared value
- **supporting the internationalization of enterprises**, with a focus on its contribution to the development of emerging and developing countries
- **disseminating, at the international level, the “industrial cluster” model**, with a 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.

Our activities are entirely based on sustainability.

This principle may be found in dedicated activities (e.g. MBAs, masters or training programmes) but also as a general mind-set inspiring our actions and initiatives that may not be explicitly associated to CSR.

Find below some examples.

## International MBAs

### The E4Impact Foundation and the Global MBA in Impact Entrepreneurship

[E4Impact](#) is an initiative launched in **2010** by ALTIS, with the objective of training impact entrepreneurs in the developing world to support the start-up and growth of their businesses.

In **2015**, E4Impact became a **Foundation** with the support of Securfin, Mapei, Salini-Impregilo, and the Università Cattolica del Sacro Cuore and Always Africa Association. Later, ENI, Lisa Spa, Intesa Sanpaolo, and VueTel joined E4Impact as Corporate Participants and Diana Bracco, Michele Carpinelli and Jean-Sébastien Decaux as Individual Participants.

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

The main goals of the Foundation are:

- **training a new generation of entrepreneurs** capable of combining economic success with social and environmental impact
- **working with the faculty and staff of African universities** to increase the capacity of creating and delivering unique, results-oriented entrepreneurship programmes
- **facilitating international ties** between European and African companies that are attentive to social and environmental impact

To achieve its goals, the Foundation offers the **Global MBA in Impact Entrepreneurship** in collaboration with ALTIS Università Cattolica and a local university from the host country. The MBA is a unique executive programme 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 European SMEs in Africa. 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.

Finally, E4Impact takes part in **multilateral projects**, working with international partners to design and implement customized training and consulting programs for different actors.

The MBA programme 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 on many levels:

- **developing business skills** that are necessary to manager a new venture or scale an existing business
- **identifying the most proper tools and solutions** for the growth of their business
- **developing a personal network** of mentors and investors
- **establishing 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 programme 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 who assists them in refining of their business idea, developing the business plan and establishing an industry network.
- meetings 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 programme offers an MBA from the Università Cattolica del Sacro Cuore (Milan campus, Italy), Europe's largest private university.
- international recognition:** the MBA is the first non-American programme to receive the Ashoka Innovation Award. 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 **Foundation's motto**:

**We don't teach entrepreneurship. We train entrepreneurs.**

At the end of 2018, the MBA was active in:

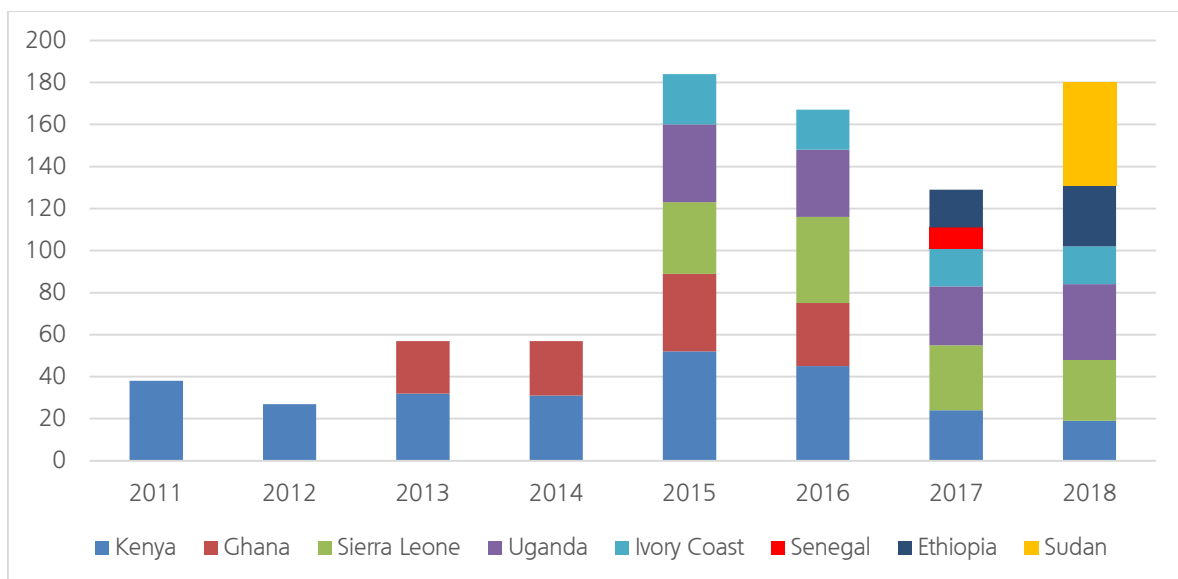
<p><b>Kenya</b></p> 	<p><a href="#">8<sup>th</sup> edition</a> "MBA Global Business and Sustainability". Nairobi, Tangaza University College</p>
<p><b>Ghana</b></p> 	<p><a href="#">4<sup>th</sup> edition</a> "Global MBA in Impact Entrepreneurship" Accra, Catholic Institute of Business and Technology</p>
<p><b>Sierra Leone</b></p> 	<p><a href="#">4<sup>th</sup> edition</a> "Global MBA in Impact Entrepreneurship" Makeni, University of Makeni</p>
<p><b>Uganda</b></p> 	<p><a href="#">4<sup>th</sup> edition</a> "MBA Global business and Sustainability" Kampala, Uganda Martyrs University</p>
<p><b>Ivory Coast</b></p> 	<p><a href="#">4<sup>th</sup> edition</a> "MBA en Entrepreneuriat et Développement Durable" Abidjan, Centre de Recherche et d'Action pour la Paix</p>
<p><b>Senegal</b></p> 	<p><a href="#">1<sup>st</sup> edition</a> "MBA en Entrepreneuriat" Dakar, Institut Supérieur de Management</p>
<p><b>Ethiopia</b></p> 	<p><a href="#">2<sup>nd</sup> edition</a> "Global MBA in Impact Entrepreneurship" Addis Ababa, St. Mary's University College</p>
<p><b>Sudan</b></p> 	<p><a href="#">1<sup>st</sup> edition</a> "Global MBA in Impact Entrepreneurship" Khartoum, University of Medical Sciences and Technology</p>

<p><b>Rwanda</b></p> 	<p><a href="#">1<sup>st</sup> edition</a> "MBA in Impact Entrepreneurship"</p> <p>Kigali, University of Rwanda – College of Business &amp; Economics</p>
<p><b>Zimbabwe</b></p> 	<p><a href="#">1<sup>st</sup> edition</a> "Global MBA in Impact Entrepreneurship"</p> <p>Harare, Catholic University of Zimbabwe</p>

By the end of 2020, the MBA will also start in:

- [DR Congo](#) at Université Catholique du Congo (Kinshasa)
- [Cameroun](#) at Jacky Felly Nafack Institute of Techonolgy (Douala).

**180 entrepreneurs** are currently under training, while **659 have been already trained**.



## E4Impact's other achievements

In **2018**, the [E4Impact Foundation launched a Business Accelerator](#) in Nairobi, through funding support from the Italian Agency for Development Cooperation and with ENI, the multinational oil and gas company. The Accelerator provides new businesses with training, connections with local investors and international companies, seed funding, ICT and satellite communication services, and office space. [In January 2019](#), almost 40 million Kenyan shillings (about €34,000) were allocated to seven of the companies that took part in the the first Pitching Day, supported by ENI.



Within the Accelerator project, E4Impact also supported the [SPARKme Acceleration Programme launched by Openet Technologies](#), a telecommunication company based in Matera (Basilicata, southern Italy). It was aimed at establishing two Technological Accelerators in Matera (Italy) and in Nairobi (Kenya).



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 Class in Abidjan (Côte d'Ivoire) 2017-2018



Business Networking Week in Italy, September 2018.

24 of our MBA students from all over Africa came to Milan for a week of workshops, events and meetings.

**Contacts:** E4Impact Foundation

[www.e4impact.org](http://www.e4impact.org)

[info@e4impact.org](mailto:info@e4impact.org)



[Facebook](https://www.facebook.com/e4impact)



[Twitter](https://twitter.com/e4impact)



[LinkedIn](https://www.linkedin.com/company/e4impact)

## MBAs and Masters in Italy

Our Masters' curriculum includes modules related to social and environmental responsibility and ethics in business, and how they can be included in the strategic development plan of a company. We also strive to enhance aspects of sustainable management **within all business functions and areas**, for sustainability must be integrated in the company in its entirety.

Each programme is **supported by a network of companies and organisations**, providing our students with scholarships, company visits, special lectures, laboratories, group work and internships. We collaborate with prestigious partners such as Allianz, Barilla, EY, Humana People to People, Nestlé, Pirelli, Refinitiv, Vodafone, among many others.

### Master in Sustainable Business Administration (MSBA)

In **2019**, we started designing a new Master's Degree programme on business management for young graduates and professionals. Driven by our desire to innovate, we created a product with a unique distinctive feature: **sustainability** is not merely one of the topics but is **at the core of each module** – finance, accounting, strategy, HR, project management, reporting, regulation etc. MSBA graduates will be promising managers with a systemic view of businesses and their surrounding context, and knowledgeable in sustainable management. The first edition was kick-started in May 2020.

<https://altis.unicatt.it/msba>

### Master in Finance: Financial Instruments, Markets and Sustainability (FinSMS)

The first Master that combines traditional and sustainable finance in Italy. It was designed in response to the demand of professionals who are able to manage both of these aspects. As the title suggests, its curriculum includes teachings on:

- **financial instruments**: equity financing and impact investing, risk management, asset allocation, asset pricing
- **markets**: areas of investment for private individuals, companies and intermediaries, impact investment, performance measurement
- **sustainable finance**: SRI instruments, regulations, sustainable development, non-financial reporting, CSR, communicating sustainability.

Its aim is training financial operators with a forward-looking approach, who are able to take into account the principles of sustainability while maintaining a high level of attention to profitability. We created this Master in **2017**, on the basis of the 2030 Agenda proposed by the United Nations, in order to contribute to the alignment of international investment strategies to the Sustainable Development Goals (SDG) and direct the financial system towards an inclusive and sustainable development model: the so-called SDGs finance.

<https://altis.unicatt.it/finanza>

### Master in Accounting and Auditing (MAA)

Since **2016**, this Master trains skilled professionals in partnership with the main companies in the field of auditing and internal auditing, financial and managerial accounting. The programme is designed with the contribution of

**EY, MAA's main partner**, which is also involved in the teaching activities. Our students are accompanied throughout the entire path: theoretical lessons, group work, classroom lectures by professionals, company visits and the final internship are the steps they take towards their graduation. This Master also includes a specific session on corporate responsibility and sustainability reporting.

<https://altis.unicatt.it/maa>

### **Master in Planning and Control (MPC)**

This Master was designed for young graduates with a specific goal in mind: **to become a controller**. The professionals who are in charge of controlling have been playing a relevant role within big and middle-sized companies. A controller is involved in strategic planning and consequently cannot disregard the impacts on society and the environment. A number of companies has been involved in this programme (e.g. Barilla, Vodafone, Barclays and many more), thus proving the interest of the private sector towards the integration of sustainability into all business functions. The students have the opportunity to meet CFOs and top managers both in the classroom and during company visits.

<https://altis.unicatt.it/mpc>

### **Master in Strategic Management for Global Business (SMGB)**

This Master is **entirely in English** and stemmed from a very successful programme addressed to young African entrepreneurs. In the years, it was extended to other developing countries, until it became a full-fledged global programme, welcoming students from all over the world. **Since 2008, we have trained over 300 young promising managers, entrepreneurs and consultants** in a multicultural environment at the heart of Milan (Italy). Our SMGB graduates are able to: facilitate the internationalization of Italian companies, both in the emerging and in the developing markets; overcome the current economic uncertainty in the most innovative ways; contribute to the growth of the economic and productive framework of their own countries. Sustainability is a key topic and underlies all the teachings.

The in-class courses last 9 months and are both theoretical and practical: the students strengthen their teamwork skills by working on projects and other assignments. The next step is the three-month **Action Project**, a unique learning-by-doing opportunity to put into practice and further develop the competencies and skills acquired during the Master. The students may do an internship, or work on a paper or a tutor-assisted business plan, in partnership with our network of companies.

<https://altis.unicatt.it/smgb>

### **Executive Master for the Strategic Development of Small and Medium Enterprises (PMI)**

Small and medium enterprises are the backbone of Italian economy. There are currently **4.3 million SMEs in our country** and they make up the 99.9% of the total (source: OECD). Most of them have less than ten employees and are family-run companies. That is why we launched a Master programme dedicated to this category of entrepreneurs back in **2007**. This Master provides skills and competences to manage growth, change and introduce organizational/technological innovation processes. Our students learn to take advantage of all the available opportunities and tools with a responsible approach to entrepreneurship, both in the environmental

and social dimension. Being mostly family-run company owners or employees, we also teach them how to manage an efficient intergenerational transition. **Since 2007, we have trained 345 entrepreneurs.**

<https://altis.unicatt.it/pmi>

### **Executive Master in Management and Innovation of Public Administration (MIPA & MIPAC)**

The Master is meant to promote innovation and better management within the Public Administration by training their **public officers**. Designed in **2011**, it was originally addressed to all public officers, with no distinction. Since 2016, the Master has been split into two simultaneous editions: a programme for local public bodies (MIPA, in Milan) and another for central bodies (MIPAC, in Rome, Italy's administrative center). Both programmes are focused on the innovation of the Public Administration and also cover the topic of Public Social Responsibility.

Alongside the in-class lectures and distance learning sessions, the participants work on an individual project that is meant to be applied in their institutions at the end of the programme. By doing this, their expertise generates a real positive impact on the workplace and also on colleagues, users, the wider community and other kinds of stakeholders. **Since 2011, we have trained 281 public officers.**

<https://altis.unicatt.it/mipa> | <https://altis.unicatt.it/mipac>

### **Executive Master in Social Entrepreneurship (EMSE)**

In **2014**, we launched the first edition of a Master's Degree programme for **social entrepreneurs**: MHUSE ("Master Human for Social Entrepreneurship"). The programme was originated from an idea of the partner organisation [Human Foundation](#), and involved lecturers from prestigious universities and schools (LUISS, Politecnico, IED). Later it was renamed into "Executive Master in Social Entrepreneurship" (EMSE).

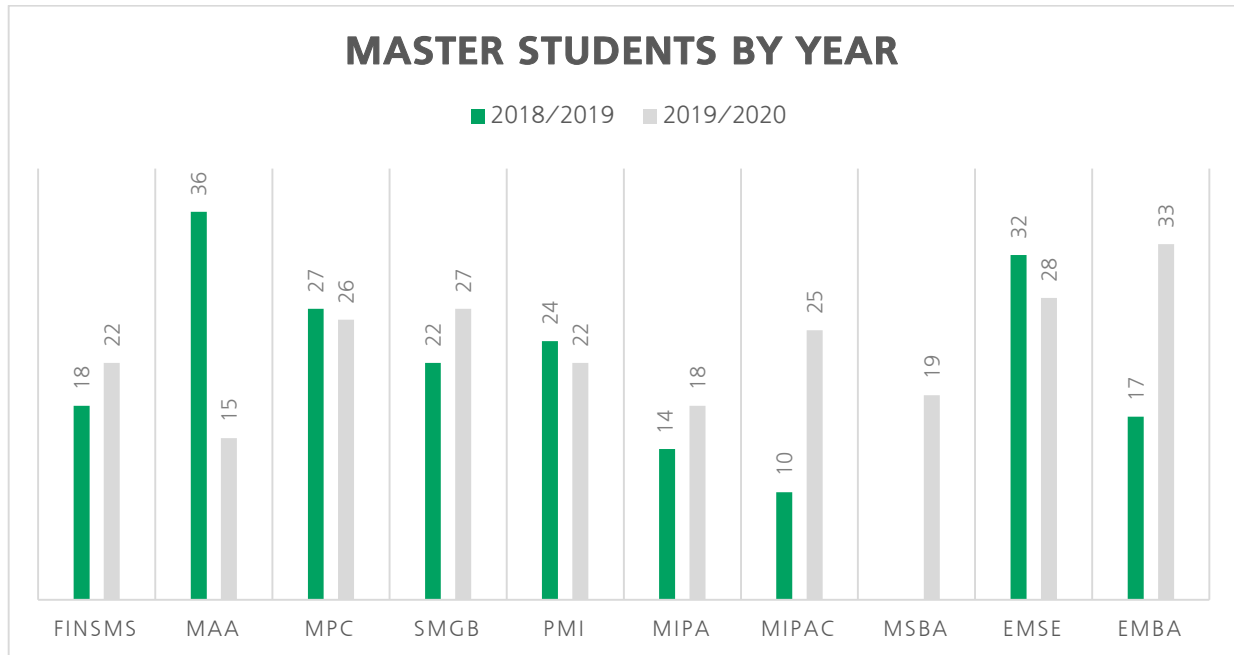
The Master responds to the need of managerial training for those working in social enterprises, non-profit organizations, cooperatives, associations, NGOs in Italy and abroad. The programme provides the fundamental skills to manage businesses in the third sector, optimizing available resources and defining useful methods to achieve socially responsible objectives. **Since 2014, we have trained 161 social entrepreneurs.**

<https://altis.unicatt.it/emse>

### **Executive Master in Business Administration (EMBA)**

The MBA is carried out in partnership with the **24Ore Business School** and is an Executive MBA for managers. A CSR course module is included in the programme. **Since 2013, we have trained 151 managers.**

<https://altis.unicatt.it/emba>



## Executive Programmes

### Professione sostenibilità (Sustainability Professional)

We have been leaders in the dissemination of best practices of sustainability in Italy since its early stages. Academic and action researches and forefront training programmes have significantly contributed to the definition of the role of the **sustainability manager** – formerly known as CSR manager. Our first research on this profession dates back in 2005. In 2006, we laid the foundations of the [CSR Manager Network](#), the national association that brings together professionals dedicated to the management of socio-environmental and sustainability issues within companies.

Each year since **2006**, we have been renewing this programme, currently at its 16<sup>th</sup> edition. It analyses both strategic aspects of the implementation of sustainability within a company, and specific topics, such as HR management and corporate welfare, marketing, supply chain, environment, community relations and social reporting. **Since 2006, we have trained 478 sustainability managers.**

### Management of State and Non-State Schools

Since the foundation of ALTIS, we have been working with state and non-state schools. Our programmes are addressed to directors, teachers and administrative staff who are in need of managerial skills. In the years, we have been transferring notions of responsible and efficient management that is founded on respecting the environment and listening to stakeholders (e.g. personnel, families, students, the local community). **Since 2006, we have trained 674 teachers, directors and administrative staff.**

In **2019**, a two-day course was designed to support schools that had to create their first social report. The Italian Ministry of Education made it mandatory for all schools to duly report the impacts of their activity by the end of the year. The course was meant to transfer knowledge and tools to school employees and outline the middle-long term benefits of social reporting.

## Sustainable Finance

In **2019**, we also designed a training programme for financial, banking, insurance and asset management operators. The financial sector is in need of professionals who are knowledgeable about sustainable finance. This programme covers the most relevant and trending topics: SRI products and tools, regulation, ESG integration and impact investing.

## International Executive Programme

### Programa Internacional para Desenvolvimento de Lideranças do Sistema SEBRAE (International Programme for the SEBRAE System Leadership Development)

Since our early days, we have been collaborating with [SEBRAE](#) (Serviço Brasileiro de Apoio às Micro e Pequenas Empresas), **Brazil's** main support service for micro and small enterprises. It all started with a training programme on "Innovative Policies for the Development of Industrial Districts", which paved the way to a project aimed at providing the tools for the implementation of SEBRAE's **SME development strategy** in every Brazilian Federal Unit and the effective management of all the available resources. By supporting the SEBRAE, we indirectly support the local businesses that benefit from their services, which are facing an increasingly competitive macroeconomic scenario and the effects of climate change.

Since the kick-off of this initiative, **we have trained almost 300 managers and directors of the Sebrae**. Each meeting was meant to share knowledge and opinions on the management of small and medium enterprises and was inspired by Italian excellences and their best practices in innovation and sustainability. Recently, we have focused on the region of the **Rio Grande do Sul**, in the South of Brazil. We have trained executives and middle management professionals and supported the development of livestock and viniculture sectors.

In 2018, [a delegation of representatives came to Milan](#) to partake in a training on the topic of "Local Development Policies" and then visited some facilities of the **industrial districts in the North of Italy**. In those days, the partnership with SEBRAE's branch in Rio Grande do Sul was renewed. Another output of our collaboration is the book that describes our findings and successes: "LIDER. Uma metodologia de Liderança para o Desenvolvimento Regional" (LIDER. A Leadership Method for Regional Development), which was written by experts from ALTIS, the University of Pelotas and SEBRAE.



*Gedeão Silveira Pereira, President of the Deliberative Council of SEBRAE RS, and Vito Moramarco, ALTIS Director, sign the partnership renewal (2018).*



*The SEBRAE RS delegation visits Trentino Sviluppo, the local agency for the development of the Trentino Region (2018).*

## “Welcome to Bethany” (in partnership with Association Pro Terra Sancta)



At the end of 2017, we started our first collaboration in the Middle East: a three-year project in partnership with [Association Pro Terra Sancta](#), a non-profit organization that carries out projects to preserve the Holy Places that are being looked after by Franciscan friars, support local communities and bring aid in humanitarian emergencies.

The project “Welcome to Bethany” was designed with the support of [Jericho’s Mosaic Centre](#) and [Shorouq Charitable Society for Women](#). It is aimed at **promoting tourism** in the region of Bethany and **procure funds to restore Lazarus’ tomb**, its main touristic attraction. Our contribution to the project

has been a coaching and mentoring programme for local entrepreneurs and especially the women who manage guesthouses for pilgrims or shops selling artisanal goods. Over the last two years, our experts have been periodically returning to Bethany to assess the improvements and provide the participants with the support they needed to turn into practice the teachings.

### Principle 3

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

### Environment

Many of our students come from other Italian regions or even foreign countries (especially in the case of the Master in Strategic Management for Global Business). Cultural diversity is a fundamental feature for any company or institution, for it allows to broaden one’s horizons and learn to see things from different points of view. **To be a responsible leader, one has to embrace diversity.** Our programmes, events and other initiatives are meant to create a meeting place for people who represent culturally different perspectives and are looking forward to a positive and enriching confrontation.

Moreover, we are committed towards fostering dialogue among our publics and creating partnership opportunities among profit and non-profit companies, and public bodies. By doing so, we aim to create an environment where exchange of information, best practices, resources and other assets not only is feasible but also **creates value.**

### Materials

Besides designing and scheduling modules dedicated to social and environmental responsible management, the general recommendation given to our faculty members is to choose **materials and case studies related to sustainable management**, even in programmes that may appear distant from these topics.

### Networking and internships

Our students are given plenty of **networking opportunities** during company visits or lectures by experts and professionals who are already exercising responsible leadership. When it comes to starting an **internship**, we make an effort to propose vacancies at companies that are actively committed in the area of CSR or social entrepreneurship.

### **Special initiatives**

Students attending MBAs, Masters or executive programmes are invited to participate in our initiatives related to responsible management and entrepreneurship. For example, three Alumni have been awarded in the Global Social Venture Competition (GSVC) and received funds and gained valuable connections for the development of their business ideas.

Moreover, we periodically organise **free meetings and conventions** that are open to the general public, in order to disseminate positive values and create awareness around the issues of social impact and sustainability.

### **Attitude**

Our programmes enable students to immediately apply the skills and competences they acquired, because our purpose is to make them **agents of change**, professionals who are ready to work towards the adoption of sustainable policies, practices and development models.



## 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 leadership.

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

Since our foundation, we conduct academic research and action research activities on the topics of sustainability:

- with **academic research activities**, we create new knowledge and produce outcomes that may be applied to different contexts and sectors, thus contributing to the international academic debate
- with **action research activities**, 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 stakeholders, we work with a pool of **international researchers and academics**. Drawing from 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.

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

In addition, research and consultancy activities targeted to companies are closely related. 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, public or private. Our consultancy services are oriented to increasing competitiveness, sparking innovation and developing new sustainability-based business models.

Our **research team** consists of PhDs, research fellows, associate and full professors. As a group or autonomously, they conduct thorough studies and regularly publish papers in the most referenced national and international magazines.

### Professors

- **Mario Molteni**, Full Professor of Business Administration and Corporate Strategy at the Università Cattolica del Sacro Cuore (Milan campus). Rector's Delegate for business relations. E4Impact CEO. Founder of ALTIS.
- **Vito Moramarco**, Full Professor of Economic Policy at the Università Cattolica del Sacro Cuore (Milan campus). Director of ALTIS.

- **Matteo Pedrini**, Full Professor of Corporate Strategy at the Università Cattolica del Sacro Cuore (Milan campus). Director of research at ALTIS.

## Researchers

- Benedetto Cannatelli
- Laura Maria Ferri

## PhD candidates and research fellows

- Alessia Argiolas
- Giacomo Ciambotti
- Chiara De Bernardi (until 2019)
- Lorenza Alexandra Lorenzetti (since mid-2019)
- Marco Minciullo
- Andrea Carlo Sottini
- Alisa Sydow (until 2019)
- Maria Cristina Zaccone

Their **main publications** between 2018 and 2019:

Author(s)	Details
Argiolas, A, Langella, V. (2018).	<i>Aziende: ecco come misurare il proprio impatto sociale (Enterprises: here is how to measure social impact)</i> , Eco di Bergamo – Skille <a href="#">[online newspaper]</a> .
Ciambotti, G., & Pedrini, M. (2019).	<i>Hybrid-Diversified Business Models in Social Enterprises: Increase Revenues with a Social Mission</i> , Academy of Management Proceedings, vol. 1. [ISSN: 0065-0668; ISSN Online: 1543-8643; DOI: <a href="https://doi.org/10.5465/AMBPP.2019.16723abstract">https://doi.org/10.5465/AMBPP.2019.16723abstract</a> ]
Ciambotti G., & Pedrini M. (2019).	<i>Hybrid harvesting strategies to overcome resource constraints: evidence from social enterprises in Kenya</i> , Journal of Business Ethics, online-first [ISSN: 0167-4544; DOI: <a href="https://doi.org/10.1007/s10551-019-04256-y">https://doi.org/10.1007/s10551-019-04256-y</a> ].
Ciambotti, G., Sydow, A., Sottini, A. (2019).	<i>The Strauss Energy business model: Affordable technology innovation to empower Kenya and light up the world</i> , SAGE Business Cases [DOI: <a href="https://doi.org/10.4135/9781526488091">https://doi.org/10.4135/9781526488091</a> ].
Ciambotti, G., Sottini, A., Sydow, A. (2019).	<i>Scaling strategies of social enterprises in fair-trade markets: Meru Herbs in Kenya</i> , SAGE Business Cases [DOI: <a href="https://doi.org/10.4135/9781526496324">https://doi.org/10.4135/9781526496324</a> ].
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Author(s)	Details
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## 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 the national level through our partnership with the [CSR Manager Network Italia](#). The Network was initiated by ALTIS' Director seven years ago, in collaboration with a number of Italian private companies and research centres. It was created for managers and professionals who work in companies of any size and are responsible for their sustainability policies and activities, either full-time or part-time.



Its main objectives are:

- **creating a community** where managers can analytically compare their own experiences, identify methods for improvement and innovation, and learn about the latest responsible management trends in Italy and abroad
- **initiating a lobby of sustainability managers**, which aims at creating awareness around sustainability among politicians, businesses, trade unions and non-profit organisation, and also taking part into national and international debates. Currently, the Network is the point of reference for this category of managers.

In return for an annual fee, the Network's members are invited to participate to a number of workshops every year, which are also a networking opportunity. Moreover, they have access to a private on-line forum, where they may exchange information, ask for help, and reach the CSR scientific committee for advice and guidance on matters of social responsibility.

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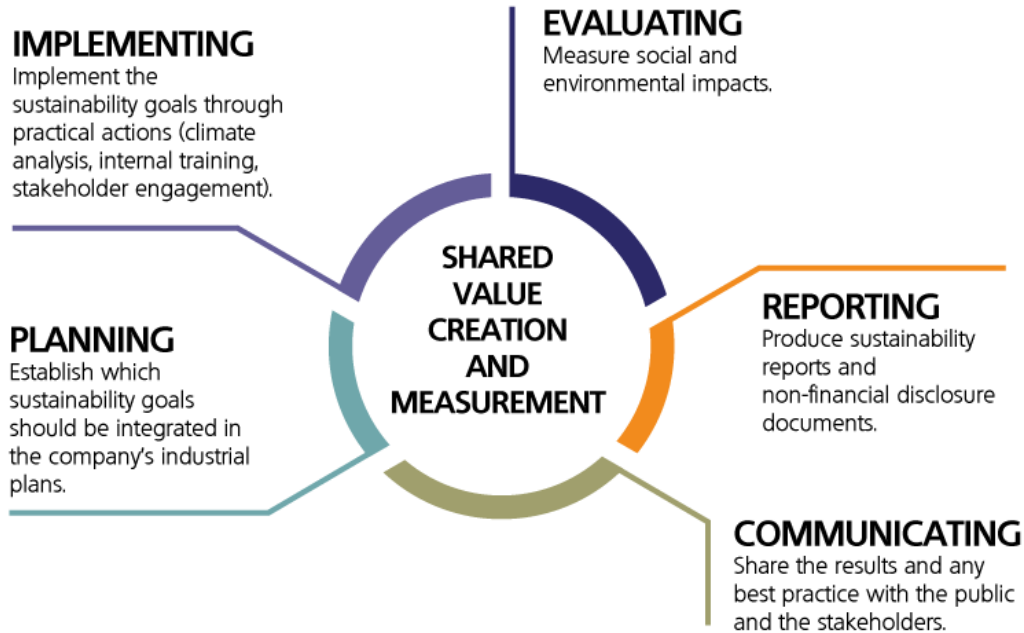
## Consultancy projects

Established in **2011**, this business unit offers consulting services to enhance a company's competitiveness, income and profits, and apply the tools of social and environmental sustainability.

The **consultancy team** consists of experts in the creation and measurement of shared value. Each of them covers a specific area: **sustainable strategy and management**, **non-financial reporting**, **impact measurement** and **sustainable finance**.

Following the development of our expertise, we have been offering **free open events** on such topics, to disseminate our findings and generate awareness on sustainability. Between 2018 and 2019, we have organised several conferences and workshops, for instance on: fundraising and impact measurement; social benefit corporations' impact reporting trends; sustainability and innovation around plastic packaging; investment models for the non-profit sector; sustainable tourism; sustainability in the insurance sector; sustainability in schools. Some

of them were included in the programme of national events dedicated to sustainability, such as the “Sustainable Development Festival” promoted by the [Italian Alliance for Sustainable Development](#) (ASviS).



## Sustainable strategy and management

We believe that corporate sustainability does not imply only generating an economic return for the company's shareholders. It also means creating shared value for all its stakeholders. In order to be truly sustainable, a company or organisation needs to adopt new operational models that are able to create a balance among economic, social and environmental returns.

Among our clients: **ITAS**

Sector: **insurance**

[ITAS Group](#) is Italy's oldest insurance company. It finds its roots in 1821, in South Tyrol, an autonomous province in the north of the country. Our experts have been working with them since 2017, when we contributed to the development of a sustainability plan for the years 2019-2021. Founded as a non-profit mutual insurance company, ITAS has always cared for its territory and communities. Sustainability was a path that they had already undertaken, but we supported them to fully integrate it into their activities and planning. We also stressed the need to involve employees and other stakeholders in the process, in order to collect valuable insights and make it a truly collaborative effort. In 2018, we worked with them on their first consolidated non-financial statement (“dichiarazione non finanziaria”), based on the Italian Legislative Decree 254/2016 and the GRI Standard guidelines. The document was published with the sustainability report.

[Learn more \[content in Italian\]](#)

## Impact measurement

Today, profit and non-profit organisations – of any size – are called upon to pay attention to the economic, social and environmental impacts of their activities. Measuring these impacts is not just a matter of responsibility. It means quantifying both positive and negative outcomes in an orderly manner, to better evaluate the organisation and orientate the strategic planning in a way that increases positive impacts. By clearly assessing the value that is returned to stakeholders, an organisation is capable of making more responsible decisions. In the effort of generating continuous improvement and knowledge advancement, we have been testing a method that combines measurement and reporting needs, and involves stakeholders in the process of data collection. Being aware of the relevance of such topics, we are also members of [Social Value Italia](#), the association that promotes impact measurement in our country.

Among our clients: **ST Foundation**

Sector: **non-profit**

[ST Foundation](#) was created in 2001 by STMicroelectronics – leader in the digital technologies sector and specialised in semiconductors. It aims to bridge the digital divide by supporting 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 Programme (DUP).

In 2017, we started a collaboration with the Foundation and assessed the impacts generated by the DU Programme on its beneficiaries. An analysis was carried out in 3 of the 18 countries involved in the project, namely: Morocco, Burundi and India. Our experts used a mixed methodology that combined quantitative and qualitative methods. After weeks of interactions with students and their families, teachers and local partners, they processed the information contained in about 7,000 questionnaires and 80 individual interviews.

In the light of the meaningful data provided by this measurement and further analyses conducted with our support, the Foundation decided to make some improvements and kicked-off a pilot test in two of the analysed countries: Morocco and India. In 2018, it created two excellence centres that will provide students with advanced IT courses, thus continuing to accompany the beneficiaries and providing them with a greater self-confidence in their skills and future.

[Learn more \[content in Italian\]](#)

Among our clients: **Piazza dei Mestieri**

Sector: **non-profit**

[Piazza dei Mestieri](#) is a foundation with educational purposes, founded in Turin (Piedmont). Since 2011, it supports young people who suffered from juvenile hardships by providing a safe space that promotes social inclusion and organising vocational training programmes aimed at job placement. In 2019, the Foundation requested our scientific contribution to measure the social impacts of one of their projects: “NET FLICS – Network for Training, Work and Social and Cultural Integration” (Rete per la Formazione, il Lavoro e l’Integrazione Culturale e Sociale). This education programme involved almost 300 young people with a migratory background and 350 NEETs (Not in Education, Employment or Training).

Young migrants and their offspring are more likely to become NEETs in the European Union. This is sadly an issue in Italy: 19.5% of the youth are not employed nor in education, and about 15% of them has a migratory



background (source: ISTAT; Eurostat). Given this data, the relevance of Piazza dei Mestieri's project was all the more undeniable to us. Our experts collected data through a survey that was distributed to 35 scholarship holders who were given access to training programmes and daily meals. Their participation to the project resulted in positive changes on many levels: improved educational attainment, personal growth, skills acquisition, better nutrition, a more balanced lifestyle and a more positive attitude towards their future. This measurement will allow the Foundation to improve their services and hopefully ensure the continuation of the NET FLICS project.

[Learn more \[content in Italian\]](#)

## Non-financial reporting

Reporting and evaluating tangible and intangible assets of a company is our specialty. We work with for-profit companies, institutions and non-profit organizations to identify and measure their activities' social and environmental impacts. The outcome of this process provides us with meaningful information that may prompt or influence strategic decisions. There are plenty of reporting tools. As a rule, we choose them according to the customer's needs and characteristics (e.g. sector, products/services, size).

The **main reporting tools** are the following:

- social report ("bilancio sociale")
- sustainability report ("bilancio di sostenibilità")
- sectorial sustainability report ("bilancio di sostenibilità di settore")
- consolidated non-financial statement ("dichiarazione non finanziaria")
- social report for local government ("bilancio sociale per gli enti pubblici territoriali")
- integrated report.

Among our clients: **Gemelli Medical Center**

Sector: **healthcare**

Gemelli Medical Center SpA SB is a hospice based in Rome, and the first benefit corporation in the healthcare sector in Italy. The companies with the legal status of "società benefit" (benefit corporation) do not only pursue the purpose of profit, but also create shared value. In Italy, all such companies are legally obliged to write an impact report for purposes of transparency (see Italian Law 208/2015). In June 2018, we started a collaboration with GMC, aimed at measuring the social impacts generated on patients and their families, employees and the local community.

Our experts firstly involved the board of directors to identify the areas that needed to be reported on. On this basis, they started engaging with the hospice's stakeholders: patients' families, healthcare professionals and volunteers. The outcome of their analysis was an experimental impact report that combined social reporting and impact measurement and was based on GRI international standards and the 7 principles of Social Value Italia. This project paved the way to a research on the state of the art of reporting methods adopted by Italian social benefit corporations, whose results were presented to the public on the 5<sup>th</sup> of June 2018.

[Learn more \[content in Italian\]](#)

Among our clients: **Ratti**

Sector: **textile industry**

Ratti SpA is one of the leading companies of the world's luxury textile industry. Based in the Province of Como, it has been listed on the Italian stock exchange since 1989. The company has long had an eye to sustainability, and along the years made plenty of efforts to reduce its environmental impacts and ensure the wellbeing of its employees, while keeping high quality standards. In 2018, we teamed up with the consultancy firm CSRValue and wrote Ratti's first social report and consolidated non-financial statement. Rather than being a final achievement, this prompted further initiatives and measures aimed at a greater integration of sustainability into the company's strategy and a stronger stakeholder engagement. By extending the dialogue to all levels of internal and external stakeholders, the company could get a more comprehensive view of its weaknesses and strengths and develop a continuous improvement culture.

[Learn more \[content in Italian\]](#)

Among our clients: **Selex**

Sector: **retail**

[Selex](#) is an associative group that comprises 15 companies of the Italian organised distribution, aimed at improving the efficiency and fostering innovation within this sector. Our experts have been collaborating with Selex for a few years, and contributed in a number of projects ranging from non-financial reporting to internal training on sustainability, product innovation and energy efficiency. In 2018, we worked on a different kind of social reporting document, which was focused on the activities and impacts of the sector more than on those of one company: a "sectorial sustainability report". The widespread presence of its members' retail chain implies a direct bearing on local communities and frequent interactions with customers and other stakeholders. Their view of corporate responsibility is indeed deeply connected with stakeholder engagement, both external and internal. That is why the Group has made many efforts to generate awareness on social and environmental responsibility within the headquarters and the member companies as well.

[Learn more \[content in Italian\]](#)

## Sustainable finance

In a matter of few years, sustainable finance has become a talking point at the international level. It is particularly gaining interest in Europe, as confirmed by the growth of sustainable investments (green, climate, social and sustainability bonds) and the late statements of the European Union. **ESG criteria** – namely, environmental, social, governance – are increasingly becoming a key tool to better evaluate middle and long term investment risks, and thus **sustainable investments** are considered to be safer.

As a Graduate School, we have been one of the first academic institutions in Italy to analyse this topic and offer specific consultancy services along with training programmes for young graduates and professionals. We provide guidance to effectively integrate ESG criteria in the investment choices and define impact investing strategies. We also support big companies and SMEs to efficiently measure and report social, environmental and governance-related performances, and consequently improving their ESG rating and becoming more attractive to investors.

Among our partners: **Equita**

Sector: **finance**

[Equita](#) is an Italian independent investment bank. Together, we have conducted a study aimed at assessing the ESG rating methodologies that are being adopted by Italian SMEs, which make up the majority of our country's companies. The study "Sustainability: an ad-hoc assessment for SMEs" identified a valuation gap resulting from a lack of formal oversight by SMEs of ESG data and policies, which are focused on large-sized companies. The results also urge the introduction of a "social premium" metric in the rating process, to enhance the social impact that they have on local communities. In spite of being often overlooked by investors, the "S" component is greatly meaningful to the territory and the SMEs' stakeholders.

[Learn more \[content in Italian\]](#)

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## Principle 6

**Dialogue:** We will facilitate and support dialogue 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.

Creating opportunities for dialogue is one of our commitments. All activities and projects are carried out in a multi-stakeholder environment that facilitates the exchange of ideas, opinions and best practices.

## Projects

### Global Social Venture Competition

The Italian start-up ecosystem is thriving: almost 10,000 innovative companies were on business at the end of 2018 (source: [Ministry of Economic Development](#)). **For 10 years** we have been the Italian **regional partner** of the Global Social Venture Competition (GSVC),



**GLOBAL SOCIAL  
VENTURE COMPETITION**

which was ended in 2019. It was an international business competition, launched in 1999 by Haas School of Business, UC Berkeley, that awarded young impact entrepreneurs whose business ideas combined high return on investment and a social or environmental impact.

Each year, we would organise a [Regional Round in Milan](#), resulting in the selection of two teams who had to challenge other teams from all around the world. At the Global Finals, an international jury made of business angels, social venture capitalists, entrepreneurs and academicians evaluated pitches and business models on the basis of:

- business potential (economically feasible, financeable and scalable)
- social impact potential (positive impact generated)
- success potential (competencies and skills of the team members).

**In 2018, we hosted the Global Finals for the first time.** It was a great accomplishment for the School, because this stage had taken place in Berkeley (California, USA), ever since the first edition. The Milan campus of the Università Cattolica welcomed teams from all participating countries, who were involved in conferences, networking events and preparatory meetings for the pitch day. The 2018 final winners were:

- 1<sup>st</sup> place: [FabricAID](#) (Lebanon). They created a system for collecting, recycling and redistributing second-hand clothes to marginalized communities.
- 2<sup>nd</sup> place: [NeMo](#) (USA). They designed a low-cost, scalable, wearable device and a pre-programmed smartphone that empowers mothers and families living in rural areas to accurately and frequently monitor the vital signs of newborns at home and identify and assess danger sign.
- 3<sup>rd</sup> place: [Thinkerbell Labs](#) (India). They designed an all in one audio-tactile device that helps visually impaired students learn how to read, write, and type in Braille language.

In **2019**, we organised **our last Regional Round** of the competition and received 91 business ideas, among which we selected the 16 most promising projects. The 2019 Italian winner teams were:

- [Agrishelter](#). They design sustainable and affordable temporary shelters for people in need.
- [ISAAC](#). They provide with a diagnostic, monitoring and seismic protection system for civil structures and facilities.

Until GSVC's last edition, held in 2019, we received hundreds of innovative business ideas proposals and helped many start-uppers by introducing them to Italian and international investors. Meanwhile, we built a strong partner network, making the GSVC Italian Round a real landmark for Italian impact investing field.



GSVC Global Final 2018. Milan, Italy.

The winners:

1st place: FabricAID (Lebanon)

2nd place: NeMo (USA)

3rd place: Thinkerbell Labs (India)

[Learn more about the 2018 GSVC teams.](#)



GSVC Italian Round finals 2019. Milan, Italy.

[Watch the video recap](#)

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## RISE Albania

In September 2019, we flew to Albania to partake in kick-starting the RISE Albania project, aimed at promoting the **creation of social enterprises** in the country. This collaboration was made possible by the ties with a former student, Federico Pataconi, who founded in Fier a social pastry after attending our Executive Master in Social Entrepreneurship (EMSE). Over the next years, we will provide technical support to Albanian companies that will become social enterprises and design training programmes on business management with a focus on social impact. We are also collaborating with Partners Albania, which is committed to identifying and mapping

out local organisation that are developing formal or non-formal kinds of social entrepreneurship, in order to collect issues and demands and forward them to the Ministry of Welfare.

[Learn more \[content in Italian\]](#)

## Other activities

### Networks and collaborations

Since our foundation, in 2005, we have established a number of partnerships in Italy and abroad with associations and agencies, financial institutions and banks, Public Administrations, foundations, NGOs, non-profit organizations, multinational corporations, SMEs, research centres, press agencies and the media, along with several universities. Many of them are directly involved in the deployment of the School's projects. [See the full list.](#)

In line with our mission, we collaborate with organisations that contribute to the creation and sharing of knowledge and best practices on sustainability, impact entrepreneurship, responsible growth, and creating and measuring shared value.

We are a member of [Social Value Italia](#), the association that promoted in Italy the culture and practice of social value measurement across all sectors –Public Administration, non-profit sector, as well as among philanthropists, and economic and financial operators.

The [CSR manager Network](#) has been established and promoted in 2006 by the School and the [Istituto per i Valori di Impresa \(ISVI\)](#) to favour the dialogue and creation of synergies among corporate social responsibility professionals.

Through the [E4Impact Foundation](#), we keep developing partnerships with African universities. As of the end of 2019, we are working with:

- 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)
- University of Medical Sciences and Technology, Khartoum (Sudan)
- University of Rwanda – College of Business & Economics, Kigali (Rwanda)
- Catholic University of Zimbabwe, Harare (Zimbabwe)

Moreover, since 2007 we are a [participant of the UN Global Compact](#), as we signed the Principles for Responsible Management, and have recently become a member of the aforementioned [Italian Alliance for Sustainable Development](#) (ASviS).

## International partners



The [Global Network for Corporate Citizenship \(GNCC\)](#) is an international alliance of leading corporate responsibility experts and "close to market" academic centres 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.



The [European Foundation for Management Development \(EFMD\)](#) is an international non-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.



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



The [Eastern Africa Social Entrepreneurship Network \(EASEN\)](#) promotes 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.



The [Nonprofit Academic Centers Council \(N.A.C.C.\)](#) is an international membership association comprised of academic centres or programmes at accredited colleges and universities that focus on the study of non-profit/non-governmental organizations, voluntarism, and/or philanthropy.

## Media

A particular attention is paid to establishing profitable relationships with the media: on the one hand, through collaborations and periodic publications on sector magazines and, on the other hand, through constant and effective media relations.

## The future

We are committed to grow in accordance with our mission: “to promote entrepreneurship and management for a sustainable development”, both in Italy and abroad.

We believe that we have an essential role to play in the sustainability culture in Italy. In shaping tomorrow's managers and entrepreneurs, we contribute to creating a generation of people that will bring forth this vision and integrate it in the organisations and societies in which they will operate.

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

### Education

We will add more training programmes focused on sustainability, to promote its integration in various economic sectors. Our curriculum will keep providing sound managerial skills enriched with a vision and approach that values social impact and social responsibility, not only through the programmes that are focused on such aspects but also those that cover other topics. In 2020, we will launch new programmes on sustainable finance, sustainable business administration and circular economy, as well as practical laboratories on the implementation of sustainable policies in a company. Other facets of sustainability will be covered with programmes starting in 2021.

### Research

The School is committed to developing new tools and methodologies to measure social impact, and will keep analysing the relationship between stakeholder engagement and business performance, and identifying the drivers of growth and creation of value for a company.

### Consulting

We are expanding our expertise and we are committed to developing even further our competencies, especially those of our youngest consultants. Our consultancy team currently comprises experts on strategic sustainable management, impact measurement, non-financial reporting and sustainable finance. We plan to collaborate with more companies and organisations, thus expanding to other economic and activity sectors. We will keep transferring tools and knowledge through consultancy projects or training programmes, with an open-minded approach and a drive for innovation. As of today, we are already testing new reporting methods, combining social reporting with long-term impact measurement, and are creating opportunities of dialogue with a variety of sectors through our open events.

### E4Impact

The goal is the consolidation and expansion of the E4Impact Project by extending the MBA programme to other African countries, on top of the 10 MBAs already delivered. By the end of 2020, two other MBAs will start in Cameroun and in Congo. The Foundation is also developing new managerial training programmes in Pakistan and in Egypt.



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