

## **ALTIS Graduate School Business & Society of the Università Cattolica del Sacro Cuore**

### **COMMUNICATION ON ENGAGEMENT YEAR 2017-2018 FOR UN GLOBAL COMPACT**



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

The Graduate School is equipped with a team of researchers who have the expertise to carry out extensive research projects. The team of researchers is strongly oriented towards the practical outcomes of their work, thus feeding field projects, action research opportunities to be offered to companies or to the educational division. Often research projects are commissioned by public, private and non-profit bodies and agencies, or are carried out in close collaboration with them.



In addition, ALTIS includes a consultancy division that has the aim to offer services to enhance companies' competitiveness, income profits, applying the tools of social and environmental sustainability. Addressing to enterprises, non-profit organizations and Public Administration, ALTIS Consulting's services cover the area of planning, measurement, sustainability reporting, training and education, applied research and communication.

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.

Since 2008 ALTIS has been member of PRME.





## Table of contents

The Ten Principles of the UN Global Compact.....	3
Message of ALTIS' Director.....	4
Principles.....	5
Education.....	8
International Projects.....	15
Research activities .....	18
Consulting.....	22
Conference and Seminars.....	29
E4impact Foundation .....	31
Contacts.....	38



# The Ten Principles of the UN Global Compact

## Human Rights

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and

**Principle 2:** make sure that they are not complicit in human rights abuses.

## Labour

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

**Principle 4:** the elimination of all forms of forced and compulsory labour;

**Principle 5:** the effective abolition of child labour; and

**Principle 6:** the elimination of discrimination in respect of employment and occupation.

## Environment

**Principle 7:** Businesses should support a precautionary approach to environmental challenges;

**Principle 8:** undertake initiatives to promote greater environmental responsibility; and

**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

## Anti-Corruption

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.



**Our Graduate School has joined the UN Global Compact since 2007**, and I renew my commitment to supporting the Global Compact by publishing our Communication on Engagement periodically. This report describes our training activities that always follow and disseminate the UN principles.

ALTIS is a breeding ground for minds and innovative ideas, where academics, professionals, entrepreneurs and managers, as well as talented youths, meet and debate turning managerial culture for sustainable development and impact entrepreneurship into reality.



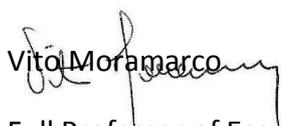
ALTIS is an Italian laboratory for the development of business solutions according to a win-win logic, a **leading international centre of impact entrepreneurship** and, finally, a **bridge between advanced economies and those which are rapidly developing**. Consequently, the graduate school is committed 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.

Since 2015 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.

The director

  
Vito Moramarco

Full Professor of Economic Policy

Università Cattolica del Sacro Cuore



### **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.

### **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.

### **Principle 3**

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

### **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.

### **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

### **Principle 6**

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



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

For ALTIS Corporate Social Responsibility implies an understanding of:

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

The **mission of ALTIS** is therefore to foster:

- the synthesis of competitiveness and social responsibility
- the development of entrepreneurs and managers, both experienced and young, to become the protagonists in international sustainable business initiatives
- the good governance of both for profit and no profit enterprises
- the collaboration between for profit and no profit initiatives as a tool for economic development

**ALTIS' principle** areas of interest are:

- impact entrepreneurship
- corporate social and environmental responsibility
- welfare and social innovation
- sustainable finance
- strategies and sustainability
- management of non-profit, profit and public organizations

ALTIS activities are carried out by three business unit: **education, research** and **consulting**.



## Education

ALTIS Education includes **one year specializing masters** and several **courses**.

Here an overview of our Master program and Executive courses in the 2017 and 2018.

### *One year specializing masters*

#### **MASTER IN STRATEGIC MANAGEMENT FOR GLOBAL BUSINESS (SMGB)**

**2017 – 9<sup>TH</sup> EDITION - 2018 10<sup>TH</sup> EDITION**

The master in Strategic Management for Global Business provides students with skills and knowledge required to become innovative and successful managers, entrepreneurs and consultants of tomorrow's global economy.

Upon completion of the program, participants will learn how to understand the strategic drivers of long-term success of a company and how to recognize the challenges and pressures of the international economy, in order to turn them into sound, innovative and socially responsible business opportunities.



#### **MBA: EXECUTIVE MASTER IN BUSINESS ADMINISTRATION - (EMBA)**

**2017 – 4<sup>TH</sup> EDITION - 2018 5<sup>TH</sup> EDITION**

The MBA is carried out in partnership with the Italian Financial Editor "Il Sole 24 Ore", it is an Executive MBA for managers. A CSR course module is scheduled in the program. The MBA conveys a full awareness of the changes taking place in the global and national economy, the opportunities and threats arising therefrom; building a new set of skills, experiences and new relationships and opportunities for new career paths.



### **EXECUTIVE MASTER FOR SMALL AND MEDIUM ENTERPRISES - (PMI)**

**2017 – 10<sup>TH</sup> EDITION - 2018 11<sup>TH</sup> EDITION**

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)**

**2017 – 6<sup>TH</sup> EDITION - 2018 7<sup>TH</sup> EDITION**

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. To this program in 2018 we had added some courses in **Project Management** and **Public Procurement**.

### **EXECUTIVE MASTER IN SOCIAL ENTREPRENEURSHIP - (EMSE)**

**2017 – 3<sup>RD</sup> EDITION - 2018 4<sup>TH</sup> EDITION**

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 master is offered in collaboration with the Human Foundation, a no profit organization that promotes collaboration to generate and implement innovative solutions for social problems.

The master 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)**

**2017 – 1<sup>ST</sup> EDITION - 2018 2<sup>ND</sup> EDITION**

The Master in Accounting and Auditing (MAA) was created in 2017 and is offered in partnership with EY (Ernst & Young), the world's leading companies on issues of audit and accounting, tax, transaction and advisory services.

### **MASTER IN FINANCE: INSTRUMENTS, MARKETS AND SUSTAINABILITY (MFI)**

**2018– 1<sup>ST</sup> EDITION**

In the 2018 we launched the Master in Finance: Tools, Markets, and Sustainability (MFI), which is offered in partnership with Anima Sgr, Etica Sgr, EY, IMPact SIM, Unione Fiduciaria, the Italian's leading companies on issues of Sustainable Finance.

Through a concrete and professional teaching, the Master in Finance opens a window of opportunity on the financial world also to graduates who do not have an academic economic-financial background. The course trains junior professionals with specific know-how and strong organizational and leadership skills, able to work in banks, in the private and investment banking industries, in asset management, insurance, and big companies.



## **MASTER IN PUBLIC GOVERNANCE & MANAGEMENT (PMG) - PERÙ**

**2017 4<sup>TH</sup> EDITION -2018– 5<sup>TH</sup> EDITION**

The Master in Public Governance & Management (PGM) is a first level university master's degree that trains officials and managers of central, regional and local administrations, to enhance and consolidate their knowledge, skills and management behaviors, in order to improve the effectiveness of their decision-making and contribute to local development, with a view to guaranteeing subsidiary action by the State.

The Master PGM, in fact, develops professional profiles that know how to combine knowledge of the local context, ability to analyze the socio-economic reality, legal skills and managerial tools.

The course is organized in collaboration with the Faculty of Economic and Commercial Sciences of the Universidad Católica Sedes Sapientiae of Lima (Peru) and is aimed at students from Latin American countries, especially from Peru.





## FUTURE

In 2019 ALTIS will launch the **Master in Planning and Control (PeC)** which is designed as a specific path to train young graduate for a career as Controllers, offering the opportunity to develop the core skills necessary for management accounting, together with an overall vision of the company and soft skills useful for cover managerial positions.

The Master is supported by some of the most significant companies of the ALTIS network, directly involved in the training through internships, business labs and company visits.

The proposed contents are also characterized by a strong **attention to the issues of sustainability**, that is the importance of the social, environmental and governance dimensions, together with the economic dimension, for the long-term success of the company and, therefore, the need to develop the skills to manage, monitor and appropriately report them.





## **Courses**

### **PROFESSION CSR AND SUSTAINABILITY (THE ROLE OF CRS MANAGER)**

#### **2017 – 14<sup>TH</sup> EDITION - 2018 15<sup>TH</sup> EDITION**

A 84 hrs course, 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 analyzes both the strategic aspects of the implementation of CSR and other specific topics, such as HR management and employees benefits, marketing, supply chain, environment, community relations, social reporting.

356 CSR Managers have been trained so far.

**In 2017 and 2018 we started to develop a line of courses created specifically for companies on sustainability issues.**

In 2017 we organized a course for employees of the company **Vivienne Westwood** on Corporate Social Responsibility issues.

While in 2018 with the company **Raiffeisen Kapitalanlage-Gesellschaft m.b.H.** ALTIS has prepared an online course on the subjects of Sustainable Finance.

Furthermore, ALTIS has started a collaboration with **Cattolica Assicurazione** to provide courses for its employees on welfare issues such as "Smart Working" and "Work Life Balance".

### **DIGITAL CSR FOR THE INSURANCE INDUSTRY**

The course - offered by ALTIS in collaboration with the insurance company **CNP UniCredit Vita** - trains young graduates on sustainable management and Corporate Social Responsibility (CSR).



### **EXECUTIVE COURSES FOR THE NON-PROFIT SECTOR**

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





## INTERNATIONAL PROJECT

ALTIS is engaged in international activities that aim at sharing and transferring best practices in the field of CSR.



**Global Social Venture Competition:** the Global Social Venture Competition (GSVC) is an international Business competition, launched twenty years ago by Haas School of Business, UC Berkeley, aimed at fostering the start-up and development of new economically viable and socially valuable entrepreneurial initiatives. Since 2008 ALTIS is the outreach partner for Italy and since 2012 is Regional partner for Italian speaking countries. In 2018 Altis has organized his 10<sup>th</sup> edition of the competition and has received 65 business ideas.

Due to relevant growth of Italian Round, Haas School of Business assigned to ALTIS the organization of 2018 GSVC Global Finals. So from 11 to 13 April, ALTIS hosted the annual world Finals of the competition, reaching the following KPIs: 19 startups from 13 different countries all over the world (42 team members globally), 20 representatives from 14 GSVC business school partner; 22 international judges involved in judging panels, more than 400 attendants to workshops and public events.





### **Project in Brazil - (2017-18)**

"Programa LIDER Fronteira do Sul" by SEBRAE RS (Brazilian federal agency for the support for micro and small enterprise) in partnership with ALTIS, as part of an international cooperation agreement, started with the National SEBRAE ([www.sebrae.com.br](http://www.sebrae.com.br)) in 2011.

In June 2018 ALTIS proposed a project in "Local development policies ", to train participants through an intense program of lessons and field visits. The local SEBRAE delegation of the State of Rio Grande do Sul, composed of Brazilian entrepreneurs, officials and academics, visited important companies in Italy and innovation labs in Northern Italy.



### **Bethany - Palestinian territories**

#### **Project to support of a culture of entrepreneurship aimed at the birth of new micro enterprises**

ALTIS is a strategic partner of a forward-looking project promoted by the Association of the Holy Land ([Associazione di Terra Santa \(ATS\)](http://www.ats.it)) in Bethany; unfortunately, this territory is characterized by political instability and conditions of insecurity, problems that are reflected in the lack of job opportunities and employment opportunities for young people. By supporting inclusive business actions, we want to strengthen the capacity of civil society and institutions to enhance the existing cultural heritage for the development of sustainable tourism. The project is aimed at promoting development processes and supporting entrepreneurial initiatives with a particular focus on women. Together with other participants ([Mosaic Centre](#) e [Shorouq Charitable Society for Women](#)), ALTIS supports a culture of entrepreneurship aimed at the birth of new micro-enterprises



characterized by a strong social value and the support of small and existing commercial businesses. ALTIS offers courses aimed at promotion, marketing, accounting and obtaining financial resources. Production opportunities and the marketing of local products (food and crafts), as part of tourism development, are further objectives on which ALTIS dedicates its commitment, through coaching and mentoring activities.



## **FUTURE**

### **Project in Albania (2019)**

ALTIS has applied for a new project that will be developed in 2019 aimed at training members of local NGOs for the start-up, development, and management of social enterprises whose economic activities will be based and will utilize assets and properties that have confiscated from criminal organizations.



## Research activities

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

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

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

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

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

### *A list of main publications follows in 2017 and 2018 :*

- Bramanti, V. Coeli, A., Ferri, L. M., Fiorentini, G. & 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 & 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



- Cannatelli B., Pedrini M., Grumo M., (2017), "The effect of brand management and product quality on firm performance: the Italian Craft Brewing Sector", *Journal of Food Products Marketing*, Vol. 27, No. 3, pp. 303-325 [ISSN: 1045-4446; DOI:10.1080/10454446.2014.949989].
- Cannatelli B.L. (2017) "Exploring the Contingencies of Scaling Social Impact: A Replication and Extension of the SCALERS Model" *Voluntas* 28 (6): 2707-2733. (DOI: 10.1007/s11266-016-9789-x; ISSN: 0957-8765)
- Cannatelli B.L., Smith B. and Sydow A. (online first) "Entrepreneurship in the Controversial Economy: Toward a Research Agenda." *Journal of Business Ethics*. (DOI: 10.1007/s10551-017-3482-x; ISSN: 1573-0697)
- Cannatelli B.L., Smith B., Giudici A., Jones J and Conger M. (2017) "An Expanded Model Of Distributed Leadership In Organizational Knowledge Creation" *Long Range Planning*, 50 (5): 582-602 (DOI: 10.1016/j.lrp.2016.10.002; ISSN: 024-6301)
- Depperu, D.; Minciullo, M.; Cerrato, D. (2017). "IPO and CEO turnover: An empirical analysis on Italy and UK". *Corporate Ownership and Control*; 14 (2-1); 165-172; DOI: 10.22495/cocv14i2c1p1
- Ferri L.M., Pedrini M., (2017), "Socially and environmentally responsible purchasing: comparing the impacts on buying firm's financial performance, competitiveness and risk", *Journal of Cleaner Production*, onlinefirst [ISSN: 0959-6526; DOI: 10.1016/j.jclepro.2017.11.035].
- Ferri L.M., Pedrini M., Riva E. (2018), "The impact of different supports on work-family conflict", *Employee relations*, Vol. 40, No. 5, 903-920 [ISSN: 0142-5455; DOI: 10.1108/ER-09-2017-0211].
- Ferri, L. M. (2017), "The influence of the institutional context on sustainability reporting. A cross-national analysis" *Social Responsibility Journal*, 13(1), 24-47, ISSN: 1747-1117, DOI: 10.1108/SRJ-11-2015-0172.
- Ferri, L. M. (2018). *Strategie e performance della gestione responsabile dei fornitori*. G. Giappichelli Editore, Torino, ISBN: 978-88-9211352-7.
- Giudici A., Combs J. G., Cannatelli B. L. and Smith B. R. (online first) "Successful scaling in social franchising: The case of Impact Hub" *Entrepreneurship Theory and Practice*. (DOI: 1042258718801593; ISSN: 1540-6520)
- Minciullo M. (2017). "Fondazioni d'impresa e Valore condiviso" in De Paoli, M., Manfredi, G., Pavesi, A.S., Tallacchini, M., Vendramini, E.A. (ed.) *Una filantropia nuova - Economia, diritto e filosofia per una società digitale collaborativa*, Libellula edizioni, pp. 89-98 (ISBN: 9788895975955).



- Minciullo M., Pedrini M. (2018), "Larger and Greener: Disentangling the Industry Effect on Proactive Environmental Strategy in the Italian context has been blindly", *Corporate Ownership and Control*, Vol. 16, No. 1, pp. 58-71 [ISSN: 1727-9232; DOI: 10.22495/cocv16i1art7].
- Molteni M., Pedrini M., (2017), "Il contributo dell'università alla sfida della povertà e l'avventura dell'E4impact foundation", in AA. VV. *L'arte della sostenibilità*, EGEA [ISBN: 9788823845671].
- Molteni M., Pedrini M., (2018) "Finanza sostenibile: nuove competenze per lo sviluppo economico" in AA.VV in *Le rotte della sostenibilità*, EGEA, 121-123 [ISBN:978-88-238-4608-1].
- Pedrini M., (2017), *Stakeholder management. Teoria, politiche e strumenti*, Vita e Pensiero [ISBN: 978-88-343-3357-0].
- Pedrini M., Ferri L.M. (2018), "Stakeholder management: A systematic literature review", *Corporate Governance: The International Journal Of Business In Society*, onlinefirst [ISSN: 1472-0701; DOI: 10.1108/CG-08-2017-0172]
- Pedrini M., Ferri L.M., Riva E. (2018), "Institutional pressures and internal motivations of work-life balance organizational arrangements in Italy", *International Journal of Human Resource Development and Management*, Vol. 18, No. 3/4, 257-281 [ISSN: 1465-6612; DOI: 10.1504/IJHRDM.2017.10011559].
- Pedrini M., Langella V., Battaglia M.A., Zaratin P. (2018), "Assessing the health research's social impact: a systematic review", *Scientometrics*, Vol. 114, No. 3, 1227-1250 [ISSN: 1588-2861; DOI: 10.1007/s11192-017-2585-6].
- 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", *Journal of Enterprising Communities: People and Places in the Global Economy*, Vol. 11, No. 3, 373-392. [ISSN: 1750-6204; DOI: JEC-12-2016-0043].
- Pedrini M., Spina F., (2017), "The process of women empowerment in microfinance: definitions, implications and downsides", *Corporate Ownership and Control*, Vol. 14, No. 2, pp. 360-369 [ISSN: 1727-9232; DOI:10.22495/COCV14I2C2P9].
- Pilato V., Gond J.P., Pedrini M. (2017), "The Deployment of Corporate Social Responsibility in Multinational Corporations Subsidiaries: Evidence from Africa", *Proceedings of the Twenty-Eighth IABS Annual Meeting*, Vol 28, 224-238 [ISSN: 2160-6900; DOI: 10.5840/iabsproc20172824].



- Tyler, B.; Lahneman, B.; Beukel, K.; Cerrato, D.; Minciullo, M.; Spielmann, N.; Discua Cruz, A. (2018). SME Managers' Perceptions of Competitive Pressure and the Adoption of Environmental Practices in Fragmented Industries: A Multi-Country Study in the Wine Industry. *Organization & Environment*, <https://doi.org/10.1177/10860266188037201086026618803720>.





## Consulting 2018

This division of ALTIS has the aim to offer services to enhance companies' competitiveness, income and profits, applying the tools of social and environmental sustainability.

Addressing to enterprises, non-profit organizations and Public Administration, ALTIS Consulting's services cover the areas of:

- Planning
- Measurement
- Reporting
- Training and education
- Applied research
- Communication

### *Planning*

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

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

Some examples of projects carried out:

#### RATTI: SUSTAINABILITY STRATEGY PLAN

ALTIS Consulting supported the definition of the Strategic Sustainability Plan for the three-year period 2018-2020, including the implementation of the Sustainability Reporting process according to the international GRI STANDARDS.

ALTIS offered its scientific support in order to enhance the company's commitment on sustainability issues. The main activities included interviewing the top management and key employees, mapping and assessing the CSR initiatives that were already been implemented and identified the company's positioning. ALTIS also identified the company's stakeholders and built a stakeholder map, carried the materiality analysis and built the materiality matrix to define the main topics and deliver the company's Strategic Sustainability Action Plan 2018-2020.



### ESSELUNGA: CORPORATE PHILANTHROPY AS CSR STRATEGY

ALTIS Consulting has supported the leading Italian retail brand Esselunga in evolving its corporate philanthropy into a key component of its CSR and sustainability strategy, ensuring the relevance and effectiveness of the company's giving to local communities.

The involvement of internal stakeholders has led to identify a map of potential beneficiaries for the company's donations and sponsorships, selected on the basis of social relevance and consistency with Esselunga identity and values. These elements represent the building block of the new Philanthropy Strategy, that includes a set of internal procedures and guidelines for the selection, management and impact evaluation of donations and partnerships in the fields of education, culture and health.

### BIKE TOURISM AS A DRIVER OF SUSTAINABLE LOCAL DEVELOPMENT IN FRIULI-VENEZIA GIULIA

ALTIS Consulting has implemented the Strategic Plan for the Development of Bike Tourism in the area of the World Heritage Sites of Aquileia and Palmanova, in Friuli-Venezia Giulia region, covering 13 municipalities. The plan aims to promote bike tourism as a sustainable and attractive mode of exploring the territory, leveraging on its cultural and natural resources. To this purpose, a set of actions has been defined for strengthening existing routes (among which the trans-national itineraries EuroVelo8 and Ciclovía Alpe Adria Radweg) and developing a set of 6 new thematic paths, also through the improvement of intermodal transport. In order to ensure a positive and relevant impact on the local community, the planning process has been supported by a participatory path involving the main categories of stakeholders within and outside the area.

### **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.

### THE SOCIAL IMPACT MEASUREMENT OF STMICROELECTRONICS FOUNDATION

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 Lab.

### E4Impact EVALUATION

ALTIS carried out an evaluation of the activities of the E4Impact Foundation. The Foundation E4Impact introduced in 2016 and 2017 improvements to the MBA programs based upon their pilot project experience finished in 2014. The project aimed at measuring their efficacy and to measure outcomes generated for stakeholders.

The research team collected output and outcomes linked to the training courses offered by E4Impact to Masters' Professors and to the Quality Evaluation System of the Foundation. Data were collected through interviews, questionnaires and the analysis of internal documents.

The research involved 70 stakeholders within the direct beneficiaries of the activities, the E4Impact staff and one "control group".

The final report allowed the Foundation to collect practical suggestions useful to implement a standardized measurement system of the Foundation's activities.



## 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

### ITAS – INSURANCE GROUP REPORTING OF NON FINANCIAL INFORMATION

ALTIS supported the Italian Insurance Group ITAS in a process to establish within the Group the full recognition of sustainability issues and to achieve their integration into the company's culture and strategy.

ALTIS designed and wrote the mandatory document concerning the disclosure of non-financial information (Dichiarazione Non Finanziaria), according to Legislative Decree 254/16 and the Group Sustainability Report.

To define the contents of the documents, extensive internal and external engagement was carried out: 27 interviews were carried out in the presence of officials and executives of the various Group companies and a structured questionnaire was sent to employees, agents and shareholders. - insured for a total of 4,609 completed questionnaires. The interviews and the questionnaires allowed to build the Map of the stakeholders, identifying the most important stakeholders for the Group and the reporting topics according the Reporting International Standard GRI.

### THE SOCIAL REPORT OF OPERA SAN FRANCESCO ONLUS (OSF)

ALTIS has a long partnership with Opera San Francesco per i poveri (OSF), the non-profit organization in Milan that for 60 years offers free assistance and hospitality to people in need of food, clothes, personal hygiene and medical care, to restore their dignity and hope through sharing and solidarity.



In fact, starting in 2011, OSF turned to the ALTIS team to implement its own social report and, jointly, increase its internal expertise and improve its reporting processes.

The partnership between ALTIS and OSF has foreseen the realization of the last 7 Social Reports of the Organization. In particular, ALTIS professionals intervened supporting the working group both to create internal awareness on the importance of reporting and measurement of the value generated and to transfer and build specific skills (capacity building).



Furthermore, ALTIS consultants proposed to make reporting "alive" by integrating the basic structure of the Social Report with an "annual focus", carried out through an important research and engagement activities of the most relevant stakeholders.

The 2017 Social Report tells data and numbers of Mensa, Showers, Health services, Social Area and Housing, but also the stories of some of the 900 volunteers who daily work in OSF and thus allow the proper functioning of activities. There are volunteers working in OSF for years, others just arrived, doctors and lawyers who lend their professionalism, companies that collaborate with Opera and send their employees to do a corporate volunteering experience.

### THE IMPACT REPORT OF GEMELLI MEDICAL CENTER (GMC)

The project has the aim to realize the first impact report of Gemelli Medical Center (GMC), Benefit Company.

The Impact Report of GMC, the first case at national level of Hospice-Benefit Company, is unique in the Italian scenario, combining aspects of social reporting, according to the Global Reporting Initiative (GRI) standards, to long-term impact measurement. This combination made it possible to jointly contemplate the quantitative and qualitative dimension, in which stakeholder involvement plays a primary role. In 2017, GMC became the first Hospice-Benefit Company in Italy, for the



particular usefulness of its work towards patients and their families. It also stands out for its commitment to the evolution and social diffusion of complex and delicate themes (end of life and management of suffering) and for the identification of new

scientifically valid and ethically respectful models of human dignity and the value of life.

In order to fulfill the regulatory obligations imposed on Benefit Companies, GMC has recognized in ALTIS the necessary skills to support the measurement of the impact generated and the preparation of the first impact report.

The collaboration between ALTIS and GMC has foreseen a strong involvement of the top management (Board and managers) for the identification of the reporting areas on the basis of which it was subsequently built the activity of data collection and involvement of family members, health workers and volunteers. To guarantee the completeness and comparability of data and indicators, the international GRI standards were followed while the stakeholders were involved, taking into account the 7 principles of Social Value.

### *Training and education*

ALTIS Consulting offers its customers tailor-made training services.

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

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

### *Applied research*

Taking advantage of its privileged position in close proximity to the academic environment, ALTIS Consulting is able to study and define new models of sustainable management, supporting CSR policies through empirical evidence, building a bridge between the academic world and the business application and facilitating the dissemination of advanced knowledge. The experiences and collaborations over the years had placed ALTIS Consulting at the center of an important academic-professional network on which it relies for the implementation of its services.

#### BANCO ALIMENTARE: FOOD POVERTY LAB

“Food poverty lab” project aimed to improve efficiency in Lombard food economy system. Using a rigorous bottom-up methodology tried to identify a series of pilot projects to be tested in a on-field research. In order to maximize the logic of co-planning, ALTIS and Associazione Banco Alimentare Lombardia (ABAL) involved relevant stakeholders of the system : manufacturing firms, retail firms, no profit organizations.

Starting from major challenges highlighted by stakeholders, 4 pilot projects were defined and detailed. The first one aimed to increase awareness of different targets of people towards a more responsible use of food; the second one to reduce food waste in the context of large retail; the



third one to improve efficiency in business canteens, the last one operated within the canteens managed by non-profit charitable organizations.

## **Communication**

Communication strategies implemented by ALTIS Consulting allow to affirm and enhance employer branding and therefore the enterprise culture, its identity and its values. In addition, through the use of a mix of traditional and digital tools, the company is able to legitimize its CSR activities, to increase its visibility and, therefore, to generate consensus and trust among the stakeholders reducing reputational risks.

Thanks to the involvement of communication professionals and a structured activity of Benchmarking and Stakeholder Engagement, ALTIS Consulting defines the most appropriate communication strategy to align the perception of stakeholders to the identity and the work of the company.

### **SELEX: SUSTAINABLE HEADQUARTERS PROJECT**

ALTIS Consulting gave its support to formalize a process of progressive adherence to the CSR and Sustainability requirements for Selex headquarters, activating a series of initiatives in the various areas of Sustainability, with the aim of generating social and positive environmental and offer a concrete example to member companies. With reference to the External Communication, ALTIS offered support for the redesign of the company's website with a dedicated section to corporate sustainability. For activities related to the internal communication of the headquarters, ALTIS provided advice on the level of key communication messages and concepts declined in the common areas of the company's headquarters (break areas, dining room, entrance hall, meeting and corridors. ALTIS supervised all the definitive communication materials in order to support the correct internal communication method. ALTIS coordinated all activities, oversaw the coherence of the interventions with the already activated path, the quality of the outputs and the relationship with internal contacts, intervening directly on the outputs ALTIS Consulting is part of a major academic and professional networks.



## Conference and seminars:

ALTIS is also particularly active in organizing conferences and seminars that explore the issues of sustainability. Some of them are in partnership with the Corporate Social Responsibility manager network Italia.

### 2017

- 11/16/2017 - *Risks and returns on sustainable investments.*
- 24/10/2017- *Knowing csr: role of communication and companies.*
- 21/09/2017- *Credit Access Asia - Investor Day 2017.*
- 20/09/2017- *Align corporate strategy with SDGS: risks and opportunities.*
- 20/06/2017- *Welfare and competitiveness: what are the opportunities for agile work and corporate and territorial welfare plans?*
- 20/06/2017- *Live your CSR.*
- 14/06/2017- *SLOW BRAND FESTIVAL 2017 - From Telling to Doing.*
- 07/06/2017- *Green Bond: the tools of corporate finance to support and enhance sustainability projects.*
- 26/05/2017- *Presentation of the Italian Notebook of Circular Economy: Businesses compared.*
- 11/05/2017 - *Measure by measure: the challenge of social value.*
- 27/04/2017- *SMEs, how to internationalize?*
- 20/04/2017- *Privatization and efficiency of public services.*
- 22/02/2017- *Benefit corporation and b corporation.*
- 26/01/2017- *Contracts and public procurement: implementation of the new legislation between efficiency, quality and transparency.*





## 2018

- 11/22/2018 - *Supply Chain: the challenge of sustainability in the era 4.0.*
- 11/19/2018 *Sustainability ratings - university and financial industry compared.*
- 07/11/2018 *Childrens rights in finance - global goals for every child: stakeholder engagement.*
- 06/11/2018 *How to create successful collaborations between profit and non-profit companies.*
- 24/10/2018 *Corporate welfare in Italy: where is the provider market going?*
- 26/06/2018 *Impact measurement: the experience of STMicroelectronics Foundation.*
- 05/06/2018 *Benefit companies and impact reporting*
- 29/05/2018 *The non-financial declaration: accelerator or brake?*
- 24/05/2018 *Sustainability and Disruptive Innovation.*
- 18/04/2018 *Third sector and financed design: enhance fundraising through impact measurement.*
- 17/04/2018 *Sustainability and shared value in a perspective of international cooperation.*
- 19/01/2018 *Reform of the third sector: what changes for the equal schools?*





*International MBAs offered in partnership with E4Impact in AFRICAN COUNTRIES*

**E4IMPACT**  
FOUNDATION



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

E4Impact Foundation ([www.e4impact.org](http://www.e4impact.org)) was launched in 2015 by a group of relevant Italian organizations to enhance the sustainable development of fast growing economies by favoring the formation of impact entrepreneurs and the growth of their businesses. The Foundation inherited the mission pursued **since 2010 by ALTIS of which it is a spin-off.**

The main goals are:

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

To achieve its goals the Foundation, in collaboration with ALTIS and a local university from the host country, offers the Global MBA in Impact Entrepreneurship.



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

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

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

The following elements make up the uniqueness of the MBA:

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

The 12-15 month-long Global MBA in Impact Entrepreneurship is planned to be have a **blended formula**, partly in presence and partly online, in order to meet the participants' professional needs. Over a 18 month period MBA participants spend 40 days in the classroom. 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"***.

The MBA provides active and aspiring entrepreneurs with results-oriented education, coaching and interaction with the local business community and potential investors. The MBA program gives 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.



At the end of 2018 the MBA was active in:



**Kenya:** [8<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:** [4<sup>nd</sup> edition of the MBA](#) in **Makeni** at University of Makeni  
“Global MBA in Impact Entrepreneurship”



**Uganda:** [4<sup>nd</sup> edition of the MBA](#) in **Kampala** at Uganda Martyrs University  
“MBA Global business and Sustainability”



**Ivory Coast:** [4<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 :** [1<sup>st</sup> edition of the MBA](#) in **Dakar** at Institut Supérieur de Management -  
“MBA en Entrepreneuriat”



**Ethiopia :** [2<sup>nd</sup> edition of the MBA](#) in **Addis Ababa** at St. Mary’s University College -  
“ Global MBA in Impact Entrepreneurship ”



**Sudan :** [1<sup>st</sup> edition of the MBA](#) in **Khartoum** at University of Medical Sciences and  
Technology - “Global MBA in Impact Entrepreneurship”

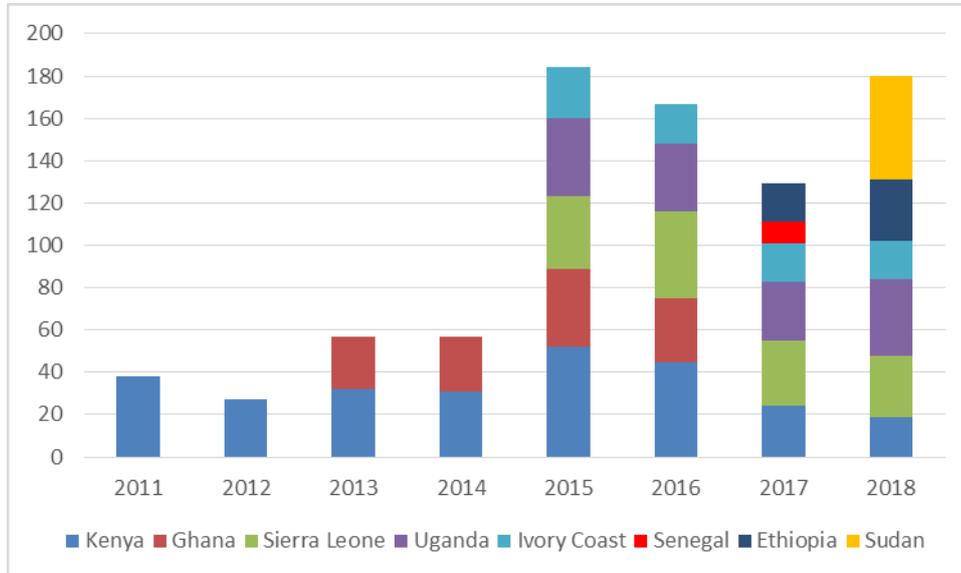
#### FUTURE:

By the beginning of 2019 the MBA will start also in:

- **Rwanda** at University of Rwanda
- **Zimbabwe** at Catholic University of Zimbabwe



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



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





## MBA class in Makeni (Sierra Leone) 2017-2018



## EVENTS

### Executive Forum Sudan, February 2018

The Executive Forum Sudan was hosted on the 5th of February 2018 at E4Impact Headquarters in Milan. During the event, a group of Italian companies, representative of some of the most important sectors of the national export, such as textile, agri-food, automotive and banking industry, meet an institutional delegation from the Republic of Sudan.

The Sudan delegation was headed by the guest of honour, Hon. professor Ibrahim Ahmed Ghandour, Minister for Foreign Affairs of the Republic of Sudan, who held an opening speech on the business and the investment opportunities for Italian companies in the country. The meeting was graced also by the presence of H.E. Fabrizio Lobasso, Ambassador of Italy to the Republic of the Sudan and Prof. Franco Anelli, Rector of the Università Cattolica del Sacro Cuore.



### **Executive Forum Zimbabwe, March 2018**

The Executive Forum Zimbabwe was organized in ALTIS to enable Italian companies to meet Senior representatives of some of the most important sectors of the national export of Zimbabwe, so as an institutional delegation from the Country. As keynote speakers we can highlight Mr. Sifelani Jabangwe, President Confederation of Zimbabwe Industries; Mr. Thomas Zondo Sakala, CEO Infrastructural Development Bank Zimbabwe; H.E. Amb. Godfrey Mangwenzi, Ambassador of Zimbabwe to Italy and H.E. Amb. Enrico De Agostini, Italian Ambassador to Zimbabwe.

#### *Executive Forum Zimbabwe in ALTIS, March 2018*



### **Business Networking Week in Italy, September 2018**

The Business Networking Week in Italy (BNWI) is a training and business development program that E4Impact offers to the best entrepreneurs of the Global MBA in Impact Entrepreneurship. The first edition of the BNWI took place in 2018 from September the 10th to the 14<sup>th</sup> and was supported by Fondazione Fiera Milano. 24 E4Impact entrepreneurs, from Kenya, Uganda, Côte d'Ivoire, Ghana, South Africa and Ethiopia, had the chance to stay in ALTIS – Università Cattolica del Sacro Cuore of Milan (Italy) and to participate to a week of events, workshops, meetings with Italian investors and entrepreneurs and visits to big Italian companies. The BNWI intended to establish a collaboration platform between African entrepreneurs and Italian Investors, businesses and startups.



*Business Networking Week in Italy, September 2018 (24 of our MBA students from all over Africa in Milan for a week of workshops, events and meetings)*



### **Launch of the E4Impact Global MBA in Impact Entrepreneurship in Sudan, October 2018**

On September 29th, the launching of the 1st Italian-Sudanese MBA in Global Impact Entrepreneurship in Khartoum took place at the University of Medical Sciences (UMST) with the aim of training young African entrepreneurs in business management and administration with particular attention to social development and solidarity.

The initiative foreseen, in the particular, partnership with the E4Impact Foundation of the Università Cattolica del Sacro Cuore of Milan, ALTIS (Graduate School Business & Society of Università Cattolica), the Italian Agency for Development Cooperation and is co – financed by Italian companies such as VueTel, Ascot, Leonardo-Selex, and Sudanese companies as Capital Radio 91.6. Key speaker of the event has been the Deputy Minister of Industry and Commerce H.E, Abdelrahman Youssif who expressed his deep gratitude to Italian Institutions for this unique initiative never realized before in Sudan.

## INITIATIVITES



### E4Impact Accelerator - Nairobi

Launch, June 2018

In 2018 ALTIS - E4Impact Foundation through funding support from the Italian Agency for Development Cooperation, has launched the E4Impact Accelerator that works with Kenyan business to build scalable business models, provide Italian markets, mentorship & investor linkages as well as provision of satellite communication services. The launch and the unveiling of the 20 enterprises of the first cohort took place on the 13th of June 2018. The ceremony was officiated by H.E. Mauro Massoni, the Italian Ambassador to Kenya, who spoke about the Italian investment to Kenyan enterprises and H.E. Dr. Kevit Desai, PS, Ministry of Education (Vocational and Technical Training), who shared on how the Government of Kenya is currently supporting SME's and the need to scale such initiatives to involve many more entrepreneurs within the country.

*E4Impact Accelerator Launch in Nairobi, June 2018*



## 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](mailto:altis@unicatt.it)