

KNOWLEDGE PLATFORMS  
AND RESEARCH LABS

# RESEARCH REPORT 2023





# THE FUTURE MUST ALWAYS BE IMAGINED AND SOUGHT



The research activity and its continuous dissemination are the destiny and duty of a School of Management. It may seem like a strong statement but this phrase expresses in the most appropriate way the sense of the challenges and times we are experiencing and that allows us to guide to the future with the strength and passion that distinguishes SDA Bocconi.

Higher-education, applied research and the growth of people are closely linked and forward-looking. There is no growth in people's lives if the gaze is not turned to the future and when the gaze is no longer able to grasp the future, growth stops, it no longer affects and it no longer has an impact on the surrounding society. Growth is not a solitary act but a path, which becomes more exciting if done with good travel companions. In this sense, growth, training, applied research, relationships and sharing are closely linked. We must therefore have the desire and ambition to talk about the future every day. This is the ambition of every School of Management, this is definitely the hallmark of our School of Management, SDA Bocconi School of Management.

To understand what it means to speak and plan the future every day, we need to reflect on the two simple words - so simple to seem obvious - that are found immediately after SDA Bocconi, that is "School" and "Management".

The concept of "School" is a concept of community and continuous construction. In a world where research, knowledge and education are seen as an act of consumption, which materializes - and is likely to run out - in the very short moment of a download, the concept of "School" is exactly the opposite in that it is not confused with the learning tool - physical or digital, synchronous or asynchronous - but is clearly above the available tools and offers a meditated synthesis, at the service of the community, and built with the support of diverse interlocutors who interact with each other, from faculty, staff, students, alumni, companies and institutions that meet every day on our campus. The quality and intensity of relations become the quality of the School and the energy to continue on its way.

The concept of "Management" is at its root a concept of responsibility. Management means guiding men and women, resources and organizations. It's an act of responsibility by definition. It is devoid of sectorial affiliation, as it crosses institutions and organizations with profoundly different characteristics: from listed companies to private ones, from small to large, from public to non-profit sector. If responsibility is the deepest nature of management, its attitude today must be that of transversality. Knowledge and therefore management can no longer be placed in predefined areas, in vertical silos that define their own rules and aspire to perfection, which becomes self-referentiality and closure. The marketing silos, the finance silos, the technology silos and so on. Vertical perfection becomes complacency and then only leads to dryness and inability to think about the future every day.

The task of a School of Management is to ensure the highest level of vertical understanding, knowing well that "teaching" or "doing" management actually means destroying vertical silos with the force of creativity, with the courage to always get out of your comfort zone, with the will to always advance those vertical knowledge that are then questioned. But it also means identifying and welcoming new vertical silos, new disciplinary areas that were not even imaginable: from artificial intelligence, to cybersecurity, to the space economy and to what is to come, that today we cannot imagine but that we are certain that it will come. SDA Bocconi in management has always seen the transversality that passes from companies, to public administrations and financial intermediaries. This transversality today is leading the SDA to have a broader spectrum ranging from geopolitics themes to data sciences and AI, because businesses, institutions and financial intermediaries demand this to understand the world and face their challenges.

The knowledge platforms that the School has created go exactly in this direction and are the inexhaustible force that continuously links the drive for innovation, the drive for vertical understanding within the disciplinary field, the push to transversality that is the necessary condition in order to understand the complexity of the scenarios that every business decision-maker must observe. But above all, without research the ability to affect with the activity of higher-education dries up and becomes a ritual. The nature of being a School is to continually strengthen the bridge between the needs of companies and institutions and the ability to always look to the future.

The challenges of the School become the collective challenges, the knowledge that is produced through research is a collective and community act, which then brings initiative, enthusiasm and benefit to individuals but remains a strongly collective act. This is why our School has the task of helping individuals and organizations to think about the future every day. Not to deny the present but to live it more intensely and with greater responsibility. This is the responsibility of the manager and is the hallmark of the leaders, who are formed in our classrooms. It is the perfect link between the School and its community, between the programs that we develop every day with passion and the participants, between the content of our training and the task of the manager. This is why the School does not offer a solution but builds the possible solutions through the extraordinary experience of many colleagues who direct our programs and live every day with those who have or have the ambition to have the responsibility of guiding men and women, resources and organizations.

The space to build the future is vast, and the School is always there whenever there is courage and a desire to design innovative solutions. That's where we have to start if we want to give answers to the people and organizations that choose the SDA. History therefore continues and always evolves, with determination and impact.

**STEFANO CASELLI**

*Dean SDA Bocconi School of Management*

Milan, 30 October 2023





# NEW VALUE KNOWLEDGE PLATFORM

The New Value Knowledge Platform conducts interdisciplinary research, focusing on the measurement and assessment of value creation. Our research spans various sectors, encompassing listed and unlisted companies, industrial firms to financial institutions, and small to medium-sized organizations to more structured ones. Through extensive collaboration with industries and co-designed projects involving academics and research users, we address scientific research questions originating from real-world problems. We provide present and future leaders with inspiring frameworks to positively impact the economy, environment, and society, fostering value creation in the short, medium, and long term.

Innovative value creation, particularly driven by sustainability and digitalization, is reshaping business paradigms across various sectors. Companies are redefining their relationships with customers, business partners, the financial market, and communities at large, drawing inspiration from sustainability and digitalization concepts.

Embracing sustainable practices, such as eco-friendly production processes and responsible sourcing, not only fosters environmental stewardship but also appeals to increasingly conscientious investors and consumers. Digitalization, on the other hand, has revolutionized value chains, market outreach, and stakeholder engagement. Importantly, how companies relate to their stakeholders is becoming more critical than what they sell.

This wave of innovation necessitates a reevaluation of traditional metrics of value. While financial indicators remain important, there is a growing recognition of the significance of non-financial and ESG metrics, driven by new reporting regulations. Companies are increasingly evaluating their performance using a triple bottom line approach, considering not only economic gains but also social and environmental impacts.

The New Value Platform of SDA Bocconi aims to advance knowledge and influence business practices through cutting-edge, rigorous, and high-impact research at both national and international levels. This research focuses on:

- How companies embrace more comprehensive management and measurement principles, supporting ESG (environmental, social, and governance) and SDG (sustainable development goals) impact standards, to meet evolving regulatory requirements and satisfy the diverse value expectations of a broad range of stakeholders.
- Understanding responsible, long-term-oriented, sustainable finance and reimagining its role to unlock the value of sustainability and address societal problems.
- Exploring how financial institutions, including private equity investors, can create value and act as catalysts for the development of a sustainable and inclusive economy.
- Investigating how businesses innovate and adapt their commercial strategies to create new value for customers, staying ahead in the competitive market by improving the effectiveness and efficiency of their sales network.
- Analyzing how performance measurement, reporting, and risk management systems change in response to regulatory and socioeconomic shifts, the availability of new data and technologies, and the need for companies to overcome the limitations of accounting and control systems that prioritize only financial outcomes.



**Ariela Caglio**

*Scientific Director of the New Value Knowledge Platform.*

*Associate Professor of Management Accounting, Performance Measurement at the Department of Accounting, Bocconi University.*

# PNRR Lab

1. Assessing the potential impacts of PNRR reforms and investments
2. Monitoring PNRR's implementation
3. Assessing the impact of PNRR and offering suggestions for its enhancement.
4. Encouraging partnership between public and private sectors.
5. Modernizing the Public Administration

## 1. PNRR Lab's Mission

The PNRR Lab examines the productivity trends and competitiveness obstacles associated with the execution of the National Recovery and Resilience Plan ("PNRR" or "Plan"). This comprehensive study employs economic and statistical methods, and its findings are disseminated via designated communication platforms.

Beyond monitoring the PNRR and associated initiatives, the PNRR Lab also acts as a bridge to encourage private sector involvement.

### 1.1

#### PNRR Lab's Objectives

Through specific policy proposals, the Lab suggests three fundamental actions:

- Implementing the PNRR at all levels, through policies and projects capable of generating growth and value for society as a whole
- Renewing the Public Administration to ensure the effective implementation of the PNRR and support long-term economic and social development at a structural level
- Changing the approach to public-private collaboration, enhancing the role of companies, institutions, and national and international economic operators

3

Technical articles published

4

Events with policy makers, executives and academics

22

Partners

50+

Press and media interviews



2. Membership model

The Lab offers four membership categories: Main Partner, Founding Members, Ordinary Members, and Knowledge Partner.

Each member plays a role in shaping the Lab's research direction over time and contributes to the development of analysis and policy recommendations. This guarantees that the research pursuits generally align with the Lab members' interests.

Public institutions are encouraged to engage in the Lab's activities.

Category	Members	Benefits
MAIN PARTNER	M&M – Minima Moralia	<b>Reports and publications:</b> Being associated with the publication of research report and papers by leading institutions citing the organization in contexts coherent with the organization mission, thus reinforcing credibility
		Active participation in the elaboration of policy proposals
FOUNDING MEMBERS	Adecco	<b>Reports and publications:</b> Being associated with the publication of research report and papers by leading institutions citing the organization in contexts coherent with the organization mission, thus reinforcing credibility
	Cassa Depositi e Prestiti	
	Enel	
	Ferrovie dello Stato Italiano	Active participation in the elaboration of policy proposals
	Intesa Sanpaolo	
	SNAM	
ORDINARY MEMBERS	Assist Digital	<b>Reports and publications:</b> Being associated with the publication of research report and papers by leading institutions citing the organization in contexts coherent with the organization mission, thus reinforcing credibility
	Mundy's	
	Coima SGR	
	Engineering	Active participation in the elaboration of policy proposals
	Fondazione Fiera Milano	
	Habacus	
	Pizzarotti	
	Pirelli	
	TeamSystem	
	WindTre	
KNOWLEDGE PARTNERS	Cerved	<b>Reports and publications:</b> Being associated with the publication of research report and papers by leading institutions citing the organization in contexts coherent with the organization mission, thus reinforcing credibility
	Enel	
	Intesa Sanpaolo	
	Chiomenti	Active participation in the data analysis and elaboration of policy proposals
	Tortuga	

As outlined in the preceding table, the Lab categorizes its partnerships into different tiers based on the nature of their contributions to its operations. The benefits they receive are tailored to their specific membership type. These can include varied advantages, such as:

- 1. EVENTS
- 2. NETWORKING EVENTS
- 3. PROMOTION
- 4. VISIBILITY
- 5. CONTENTS

Apart from its Partners, the Lab also fosters strong ties with various entities, predominantly within the Public Administration. This aligns with the Lab's primary objective: to offer substantial support to the Public Administration and enhance its efficiency.



The Lab's Partners have gained in-depth perspectives on the PNRR, along with exclusive access to pertinent internal events and networking opportunities. These internal workshops often focus on topics crucial to the participating companies, such as Private-Public Partnerships and the reform of the Codice dei Contratti.

3. Activities carried out

With the support of its Partners, PNRR Lab undertakes independent, long-term research to scrutinize the primary projects and legislative actions encompassed in the PNRR. The Lab also crafts recommendations to enhance the efficacy and efficiency of the Public Administration and the Plan's rollout. Furthermore, the Lab aids the Public Administration in overseeing the PNRR's execution.

PNRR Lab also hosts biannual presentations attended by Partners, policymakers, and essential stakeholders. Additionally, they arrange regular private workshops exclusively for the Lab's supporters. These events aim to share research on the PNRR and offer Partners valuable insights into the operations of the Public Administration.

3.1 Research activities

- **Analysis of the PNRR:** the Lab has performed several analyses about the allocation of the PNRR, aiming at understanding whether the funds for specific objectives are allocated in an effective way. The main findings have been published on relevant Italian newspapers (e.g. Il Corriere della Sera, Il Sole 24 Ore), while the full reports are available on the Lab's website. Moreover, it has been supporting Public Administrations in monitoring and evaluating the implementation of the Plan.

- **Evaluation of relevant public policies:** the Lab has carried out in-depth analyses of relevant public policies, such as the PA's reform and Private-Public Partnerships.

Lab has participated in the public debate about the remodulation of the Plan.

- **New Code of Public Contracts**

3.2 Policy proposals

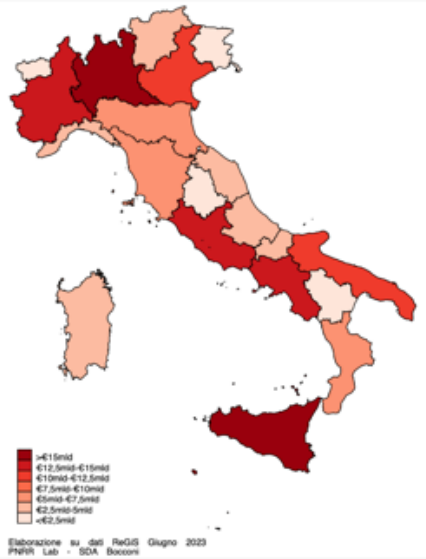
- **Policy proposal on permitting:** the Lab has created a policy proposal for a reform of permitting, with the aim of making the process faster, more efficient and more effective.
- **Remodulation of the PNRR:** having observed the PNRR's allocation of funds and its potential issues, the

3.3 Events

The Lab's goal is to share its research findings and enhance its Partners' comprehension of the PNRR and pertinent public policies. Consequently, it holds a biannual private event to present its primary discoveries. In addition, the Lab schedules regular workshops on significant topics, featuring external guest speakers.



4. Research reports and papers



4.1 Analyses on the allocation of PNRR funds

The Lab has conducted three studies concerning the distribution of PNRR funds. These reports aim to determine if the funds are being distributed in alignment with the goal of promoting economic and social convergence between Italy's more developed and less developed regions. All the analyses utilized publicly accessible micro-data.

The initial study observed that regions in Italy with the most underdeveloped institutions were the primary beneficiaries of the Plan's resources. The second investigation examined the distribution of educational funds, highlighting challenges in reaching areas with the most need.

The final report centered on funds designated for the ecological transition, showcasing promising outcomes concerning regional needs and the distribution of resources.

All research reports have been made available on the Lab's website and were further brought into public discourse through articles published in *Il Sole 24 Ore*.

4.2 Analysis on the challenges in carrying out the Plan

The Lab has produced a technical note on the main challenges in the implementation of the Plan. It has been jointly elaborated with Cassa Depositi e Prestiti's Centro Studi. The main issues identified are the increase in prices, especially of raw materials, the excessive administrative burden generated by the large number of small projects and, lastly, the lack of specific types of manpower.

4.3 Analyses on the implementation of the Plan

The document has been jointly produced with Cassa Depositi e Prestiti's Centro Studi. The report uses microdata available to understand the status of the Plan's investments. It contains in-depth analyses on the financial status of the Plan, delving more in detail on topics such as the PA structures tasked with its implementation and the monitoring of Milestones and Targets.

4.4 Economia&Management articles

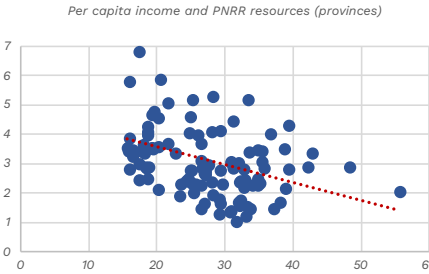
Four articles in 2023/2's *Economia&Management* were written by researchers affiliated with the Lab. They discussed the allocation of resources, the lack of leadership in the public sector, the need for reforms and simplification and the quality of public investments.



4.5 Analyses and guidelines on Public Procurement and PPPs

Jointly with the INVESTinIT Lab, the PNRR Lab develops in-depth data insights on public investments and procurement, with a specific focus on PPPs. Drawing upon the main publicly accessible data sources, including ANAC, OpenCup, and ReGIS, these analyses include: a market monitor on Public Investments, with a focus on PPPs; an analysis of the managerial skills and performance of Contracting Authorities for their qualification; Procurement

Monitors focusing on the PNRR. Furthermore, strategic and operational guidelines on PPP and how to construct a good contract in light of the new Code on Public Contracts have been shared with members of the Lab.



5. Initiatives

The PNRR Lab fosters ongoing and impactful engagement between its Partners and researchers. This collaboration aims to deepen understanding of the Plan and enhance its execution. Such initiatives provide Partners with an exclusive environment where researchers, experts, and industry leaders engage in discussions about primary challenges within the Italian Public Administration, exploring potential reform suggestions.

**Workshops on Public-Private Partnerships, reform of the PA and reform of the Codice dei Contratti**  
One of the objectives of the Lab is to generate shared value for its Partners by providing meetings where specific policies are illustrated and discussed. The Lab has organized workshops on Public-Private Partnerships, the reform of the Italian Public Administration and of the Codice dei Contratti, also inviting external guest speakers. Throughout these events, the Partners have had the chance of interacting with experts on the topics and address specific questions and discuss their experiences.

**Policy proposals**  
The Lab has been active in the elaboration of policy proposals for speeding and increasing the efficiency and effectiveness of public spending. More specifically, the proposals put forward are about how to rimodulate the PNRR and the simplification of permitting procedures. The goal is to improve the implementation of the Plan and to support and strengthen the Public Administration. Further the Lab has been actively engaged in providing feedback on the New Code of Public Contract.

**Press coverage**  
The Lab's analyses have been featured in prominent Italian newspapers such as *Il Corriere della Sera* and *Il Sole 24 Ore*. Additionally, the Scientific Director, Prof. Carlo Altomonte, regularly grants interviews to major Italian media outlets.

**Engagement**  
The Lab collaborates with leading private companies and public organizations operating in Italy. The objective is to grasp the challenges in the PNRR's implementation and to present suggestions for its enhancement. The aim is to bridge communication gaps among diverse entities and establish a shared platform for productive discussions on pertinent matters, ultimately ensuring the PNRR's efficient and complete execution.

**Capacity Building**  
The Lab has defined a competence framework for improving the capacity of Public Sector in planning, tendering and executing infrastructure investments. The framework is the pillar of a SDA Bocconi – Cassa Depositi e Prestiti training program supported by InvestEU facility.





# REPAIR Lab

## Responsible, Patient and Reliable Finance

- REPAiR aims to consider Finance with a **new** and **dedicated approach**, where research, education, and practice will set those pillars to build a **Responsible, Patient and Reliable Finance System**, involving key leaders and decision-makers in the production and promotion of Finance Knowledge that Matters.
- An innovative SDALab promoting a finance vision based on a rigorous approach aiming to empirically observe and analyze the behavior of the main financial actors and to help the growth of a **resilient economic environment**.
- Finance as a pillar on which the Economy and Society can build a better future, provided that everybody fully relies on those concepts and principles that inspire and “feed” Finance.
- REPAiR count on CRIF as Founding member

\*Themes of this Lab are across New Value and eSG - Excellence in Sustainability & Governance Knowledge Platform

## 1. Mission

- By **creating** the **Responsible, Patient and Reliable Finance Lab**, the objective is to study and promote an innovative Finance vision thanks to a structured approach and organization.
- By **creating** the **Responsible, Patient and Reliable Finance Lab**, the objective is to propose SDA Bocconi business School as a “travel companion” that, at the same time, advises and reacts to the stimulus coming from the Financial market participants.
- By **interacting** with the **Responsible, Patient and Reliable Finance Lab**, the objective is to create a think tank able to dialogue with all the international financial Authorities to which financial market participants refer to and be represented on it with leadership.
- By **interacting** with the **Responsible, Patient and Reliable Finance Lab**, the objective is to guarantee financial market participants a qualified and reliable research always available and up to date.

### A NEW APPROACH





2. Membership model

Joining the SDA Bocconi REPAiR Lab guarantees the opportunity to access an international and qualified 'think tank' on the subject of sustainable and responsible finance, with the possibility of contributing to the definition of strategic research guidelines. Additionally, members can contribute, through a transparent activity of cultural lobbying, to the dissemination of knowledge, business models, and the use of new finance to institutions, companies, and end users.

Membership's Opportunities

- Having answers to concrete problems through periodic discussions between partner companies and SDA Bocconi researchers on financial processes, performance drivers and competence models in the financial field
- Continuously incorporate innovative ideas and incentives for improvement from leading thinkers and successful organizations, identifying best practices that can be transferred into the reality of each partner;
- Offer development and learning opportunities for executives and clients;

- Have opportunities and tools to motivate management at all levels;
- Increase the company's attractiveness for young talents and managers, positioning it as a best place to work in the financial field
- Feed an internal marketing strategy for the loyalty and retention of talents in the company structure;
- Support the definition of training courses.

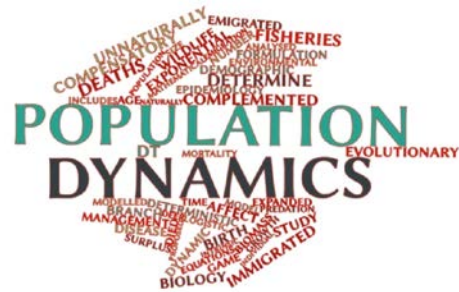
Membership's services Platinum Member

- Right to obtain three custom research projects based on specific needs;



- Right to participate in the lab's Governance by naming a Board member in the lab's Advisory Board;
- Participation in the Scientific Committee of REPAiR;
- Access to the full annual research report, articles, videos and all the knowledge produced by REPAiR;
- Ability to customize the quantitative research report on your network involved in the project;
- Participation of its executives and / or clients in the annual «REPAiR Talks / Insights»;
- Participation of its executives and / or clients in the annual REPAiR webinar;
- Possibility of corporate testimonials on campus with a view to reputation, branding and talent scouting (in university courses, masters, etc.);
- Participation in SDA Bocconi publishing projects;

- Discounts for enrollment in SDA Bocconi open market training courses;
- Visibility on REPAiR communications (SDA Bocconi and external)
- Managerial speech (1-2 hours) by an SDA teacher on the topic of "finance";
- Webinar (about 1 hour) for your organization on topics covered by REPAiR.



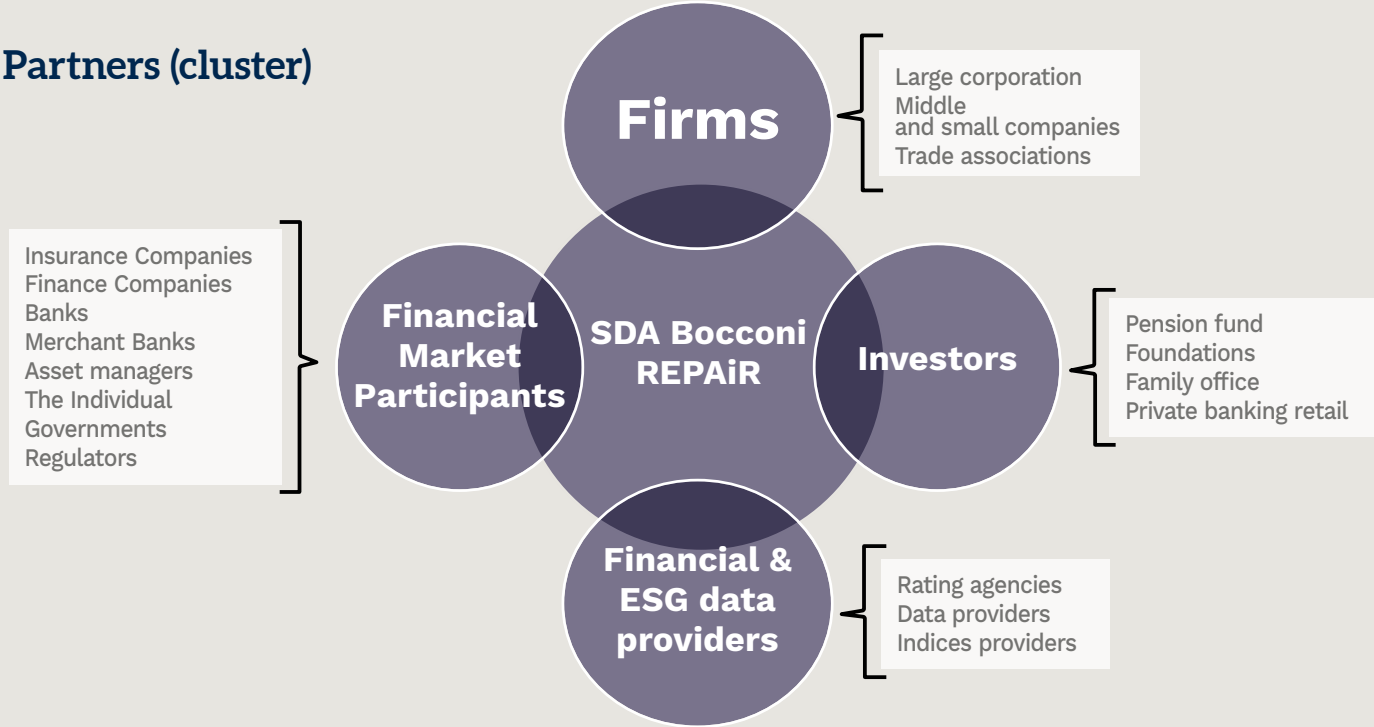
Membership's services Gold Member

- Participation in the Scientific Committee of REPAiR;
- Access to the full annual research report, articles, videos and all the knowledge produced by REPAiR;
- Ability to customize the quantitative research report on your network involved in the project;
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Partners (cluster)





3. Activities

Vontobel

Sustainable and innovative investment solutions: comparing strategies in light of new regulatory constraints.  
Team: Michele Calcaterra, Alessandra Caragnano, Andrea Talamini

ESG rating

SCORE ESG per ASSET MANAGEMENT: ESG SCORE for ASSET MANAGEMENT: Evolution of analytics to meet the needs of the asset management segment appropriately selected based on different dimensional clusters (big and medium-small players).  
Team SDA: Michele Calcaterra, Serena Morricone, Andrea Talamini.  
**Models for analyzing the risk of ecological transition**  
Identificazione dei soggetti più esposti al rischio di transizione (regolamentare, tecnologica, della domanda) all'interno del settore di appartenenza.  
Team SDA: Michele Calcaterra, Cecilia Marchesi, Alessandra Caragnano, Maurizio Poli.

ESG Score for Asset Management

The presence of multiple ESG ratings or scores generates uncertainty precisely due to the absence of shared methodologies, a common definition of sustainability, and consequently, what its main components and metrics are. Each rating agency, in fact, has developed proprietary methodologies, and the resulting ESG scores differ widely in defining the level of sustainability of the same company. The research analyzes the metrics of the main ESG analysis and rating providers,

defining a pragmatic synthesis and guidance useful also for the regulator.  
Team: Michele Calcaterra, Serena Morricone, Andrea Talamini.



**Applied electronics in the aerospace and space sector: implications in the field of sustainability and ESG ratings. Best practices, Key Performance Indicators (KPIs), and benchmarking**

Understanding the pervasiveness of environmental, social, and governance sustainability (ESG) principles in highly technologized fields such as the aerospace sector, where the pursuit of industrial and technical perfection can provide a prime space for the development of the mentioned criteria.  
Team: Michele Calcaterra, Leonella Gori, Serena Morricone.

**Real Estate: from green certification to ESG rating. Best Practices, Key Performance Indicators (KPIs), and Benchmarking**

The theme of green transition is assuming increasing relevance in light of the climate changes affecting our planet.

The real estate sector is particularly affected by this issue: about 30 percent of global carbon dioxide emissions are produced by buildings. Their transformation is therefore crucial for achieving the goals set by the Paris Agreement and the EU 2030 Agenda.

Team: Michele Calcaterra, Federico Chiavazza.

**ESG Financial Benchmarking and Passive Portfolio Management: Opportunities and Perspectives for Investors and Companies.**

Sustainable investments are no longer a trend but a constant. In a phase where investors are rebalancing portfolios after the sell-off of risky assets, it is essential to consider sustainable strategies as a true opportunity for portfolio requalification. Using an almost clichéd slogan in challenging times, that is 'Fly to Quality,' we could rephrase it as 'Fly to ESG.' ESG sustainable strategies are the new frontier of quality and stand as worthy substitutes for traditional safe-haven assets (German Bunds, US T-Bonds, gold, etc.) that are lagging behind as they are strongly correlated with riskier asset classes. The orientation towards sustainability enhances the potential returns of portfolios.  
Team: Serena Morricone, Michele Calcaterra, Simone Sanesi

Market analysis of index providers.

Index providers have recorded a significant revenue growth in the last five years, reaching approximately €5 billion, with a strong presence in the United States and the United Kingdom. The compound annual growth rate (CAGR) of index providers' revenues averaged 11.7% during this period.  
The assets under management (AUM) of major thematic ETFs have increased significantly and reached €54 billion in 2022. This trend indicates a growing demand for thematic investment strategies. Market valuation multiples of operators are high. Moreover, recent market transactions suggest general interest and potential price increases, indicating a favorable environment for entry or acquisition in the market. The top five operators have a market share exceeding 90%. Nevertheless, there are several smaller players operating in specific thematic areas. CRIF possesses a range of skills that would enable rapid entry into the market through internal development or the acquisition of a smaller player. Key success factors in the market include:  
i) flexibility, or the ability to build highly customized products with clients,  
ii) reputation,  
iii) network,  
iv) technology and data,  
v) the ability to innovate through the creation of indices/themes.  
Team: Michele Calcaterra, Federico Colantoni.

**IESG Thematic Investments.**  
Asset allocation is transforming from geographic to thematic. Digitalization serves as a pivotal axis for innovation in management and relationship systems; sustainability is a keyword indicating modern sensitivity to environmental protection and social inclusion; the redesign of global supply chains in light of geostrategic transformations with a return to local production; basic and applied research as an essential key to the next development and new collective safeguards.  
Team: Michele Calcaterra, Alessandra Caragnano, Leonella Gori.

4. Research reports





Cutting edge scientific partners.

