

ASFOR – ASSOCIAZIONE ITALIANA PER LA FORMAZIONE MANAGERIALE

Entrepreneurship

Overview of Entrepreneurship education on Business Schools in Italy - 2019

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INTRODUCTION

The report aims to analyze the development of entrepreneurship education in Italian Business Schools.

ASFOR takes part in the project directed by Chartered ABS and Asociación Española de Escuelas de Dirección de Empresa (AEEDE) and Chapitre des Écoles de Management of Conférence des Grandes Écoles (CGE). The document made by AEEDE and CGE is available online ([link](#)).

The main goal of this project is to make an overview of the actual situation and to provide guidelines for Business Schools concerning the entrepreneurship education.

Business Schools hold a key position to create Entrepreneurship Centers, which support innovative projects developed by students.

The project is aligned with the declaration of the European Commission in its report about Entrepreneurship Education at School in Europe: "Entrepreneurship education is essential not only to shape the mindsets of young people but also to provide the skills and knowledge that are central to developing an entrepreneurial culture". Indeed, these initiatives were born to improve entrepreneurship education in Europe and to promote processes of creative research and innovation for the future.

The research is centered to the main programs offered by Business Schools and Universities in Italy and showing organizational units, training activities, training methods and practices adopted for training processes. It then intends to underline the dissemination and the forecast about entrepreneurship education.

Each paragraph describes an Italian School and its specific program about Entrepreneurship education.

The search follows the method used and shared by the research project with Asociación Española de Escuelas de Dirección de Empresa (AEEDE) and Chapitre des Écoles de Management of Conférence des Grandes Écoles (CGE), and it is aimed for ASFOR members and specific realities in entrepreneurship education.

The project is based on a qualitative approach, counting qualitative online surveys made with best practices of research, and secondary data collection.

The search ended in December 2019.

METHODOLOGY

The methodology is based on an approach shared and elaborated by the research carried out in France and Spain.

The method refers to three categories of entrepreneurship initiatives developed by Tounés (2003), in describing the training activity of the main Italian Business Schools.

Teaching entrepreneurship must take into consideration three levels of analysis: the goal, the public, the methods and the practices used to teach entrepreneurship. In regards to the goal he defines 3 categories of entrepreneurship education initiatives: awareness and information, specialization in entrepreneurship and orientation and support sessions for the students who want to create a startup. In function of the target there are two categories of targets: the students and the people who want to create their enterprise. The entrepreneurship courses use different educational practices in function to the goal and the targeted public.

The 3 categories of entrepreneurship education initiatives are:

a. awareness and information

in this category, the activities offer the generic knowledge and different concepts and themes of entrepreneurship and the results of some surveys related to the entrepreneurship trends sector. It advises the students about the steps to create startups, the difficulties and the key success factors of creating of a new business.

It can also include some co-construction practices with a work project about a case study, and real testimonials of people who succeeded in the business creation process.

b. specialization in entrepreneurship

Regarding the specialization category, the courses are aimed to deepen the knowledge and the learning of the students or of the young people who want to create a startup, and to work as an intrapreneur in a firm, or to acquire and manage an existing one.

The students can take the form of a real or fictitious startup creation process or a startup acquisition project. They can also be focused on real innovation projects proposed by companies, where students work in groups and come up with their own solutions.

c. support and orientation

for students who want to create a startup.

This initiative is thought for helping the students who started the process of launching a startup, to guide them and assist them by focusing the courses on the need of each project.

The students obtain a customized support and advice in regards to the business plan, the realization and the implementation of it. Students have access at the supervising process in each step of the implementation of their

business idea. In these courses, teachers also involve a network of experts who can validate or reject some problems related to the project.

This research used the recommendations and the best practices identified by Spain and France to design a qualitative survey.

A summary of the survey schedules was completed by the collection of information available from a combination of the internet, contributes with academic members of staff, brochures and articles.

The information of all universities and Business Schools was, then, summarized in table format based on the three categories established by methodological approach of research.

Participation in the research was voluntary and individuals who participated were not subjects of any benefit.

BUSINESS SCHOOL

SUMMARY

BUSINESS SCHOOL	AWARENESS AND INFORMATION	SPECIALIZATION COURSE	SUPPORT AND ORIENTATION
AFORISMA BUSINESS BOLOGNA BUSINESS SCHOOL			The FLAI Lab
		The Executive Master in Entrepreneurship	The Start-up Ecosystem Day
CATTOLICA DEL SACRO CUORE CUOA BUSINESS SCHOOL		The Executive Master in Entrepreneurship	<ul style="list-style-type: none"> • CONLAB • Startupper Doctor
	<ul style="list-style-type: none"> • Executive Course • Study tour 	Part Time MBA for Entrepreneurs	<ul style="list-style-type: none"> • Tailored project: entrepreneurial family • CEFAB • Smart Jump • Newsletter #impresealCUOA
H-FARM	<ul style="list-style-type: none"> • Italian Cultural and Entrepreneurship Summer Journey • Master in Digital Entrepreneurship 	<ul style="list-style-type: none"> • 1-WEEK Digital Entrepreneurship Summer Program • 2-WEEK Digital Entrepreneurship Summer Program • Personal Entrepreneurship Summer Bootcamp in partnership with SHENKAR COLLEGE TEL AVIV 	Start up Ecosystem
ISTAO	<ul style="list-style-type: none"> • Project R3 Monticelli 	<ul style="list-style-type: none"> • Start up 21 • Start up Lab • Impresa in avvio • Eucapital Culture 	<ul style="list-style-type: none"> • Start up Competitions • Start up weekend
ISTUD	The Digi-grent		
LUISS		The Master in Entrepreneurship	LUISS Enlab
MIB TRIESTE SCHOOL OF MANAGEMENT	The Executive MBA		
POLITECNICO MILANO	Entrepreneurship, innovation and Start up	<ul style="list-style-type: none"> • Master in Entrepreneurship and Start up Development • Advanced Master in Innovation and Entrepreneurship 	Polihub
SAA TORINO		<ul style="list-style-type: none"> • The Executive Master in Entrepreneurship e Leadership • Master in Food and Beverage Sustainable Entrepreneurship 	
SDA BOCCONI	The Master in Strategy and Entrepreneurship		<ul style="list-style-type: none"> • E-club • #Startupday

AFORISMA BUSINESS SCHOOL



<https://www.aforisma.org/>

GENERAL

AFORISMA Business School is based in Lecce and offers post degree Master, managerial development and life-long learning courses. The territorial culture and networking are considered the central values to develop training and search activities.

The School supports and promotes the entrepreneurial culture and managerial innovation.

The mission aims to:

- Design and plan training courses that guarantee the dissemination of the culture of innovation, local development, the strengthening of a complex and virtuous network of relationships between training institutions, institutions and citizens.
- Develop the culture of participation, individual responsibility and active citizenship, that are priorities in the processes of social, economic and cultural growth.
- Attract talent through post-graduate courses and contribute to the advancement and improvement of the economic system, creating new and innovative skills to build dynamic business realities.
- Analyze and understand labor market, through knowledges of the opportunities and the needs of both the public and private sectors, to define new professions or facilitate the inclusion of others within the local socio-economic environment and beyond.
- Open new spaces of participatory planning, involving subjects and institutions, through contributing to conscious and responsible use of community funds, and developing networks for a symbiotic exchange of experiences, methodologies and tools.

The training methods include brainstorming, cooperative learning, role-playing games, case histories, basketball, socialization, relaxation, accident activities. They are shared by the whole faculty and are aimed at developing the different dimensions of active learning according to a person-based approach.

The innovative methodology aims at promoting group learning and developing team working.

After completing the classroom phase and before the internship, Master's students are involved in a cooperative learning process and in a project work, that usually based on economic and managerial feasibility analysis about the creation and/or the development of a business activity in a local company. The school becomes a space of "generation of innovation", in which the students support the demand for innovation, from local businesses and taken over by the school, and promote solutions for change.

The methodology is carried out in the orientation process, self-exploration and self-analysis skills and explanation of participants' competences, values, motivations and interests.

SUPPORT AND ORIENTATION

The Business School intends to build a network between high-level managerial training and the creation of an innovative company, and in particular it promotes the development of self-entrepreneurship

The AFORISMA training methodologies tend to build up the entrepreneurship innovation, especially during the project work phase within the Master's program.

It accompanies the participants in the creation of innovative business models, as forms of incubators of ideas and projects that can be realized and competitive.

The program promotes the incentives and the opportunities created by public and private bodies for business development, for the digitalization and technological development.

The school works with a solid network of high-level realities to ensure the implementation of ideas, projects and research including, the NNL- National Nanotechnologies Laboratory of Lecce, the ILO- Industrial Liaison Office of Lecce, the University Engineering Department of Salento and Confindustria Lecce.

The FLAI lab

The FLAI-lab is the training laboratory about Entrepreneurship for a sustainable future. It is an ISFOL project that offers a space of networking between the operators and the promoters of managerial training.

The role is to identify the innovative realities, analyzing them from a professional, training and entrepreneurial perspective and finally propose in order to adapt the business ideas to specific territories.

The FLAI lab activities includes:

- the creation of prototypes, schemes and didactic structures for training, employment and economic development. Also, it promotes laboratories and projects for students to improve their entrepreneurial skills.
- the research on the employment rate and the socio-economic environment of specific territories.
- the promotion of the professional digitalization, considering the need to develop the economic network in Italy.

The FLAI-Lab has a technical and scientific committee that guarantees the quality of the studies and products of the laboratory, institutions and public bodies, including the Ministry of Labor and social policies and the Ministry of Education, University and Research.

BOLOGNA BUSINESS SCHOOL



<https://www.bbs.unibo.it/>

GENERAL

Bologna Business School is an international community made up of ideas, people, networks and projects. It is the oldest university in the Western world. The structure is Villa Guastavillani, a 16th century residence located in the heart of Italy.

The School principles are inspired by and draw from the top international standards to provide learning environments that are rigorous, innovative and in constant dialogue with the business community.

The Bologna Business School supports and promotes personal and professional development, that is autonomous, responsible and flexible, and the creation of open and effective interpersonal networks to innovate in order to grow and strengthen the community of students, alumni, faculty, business networks and international partner universities. Interdisciplinary, Integration, Dynamism, Global and Community are the values of Business School.

The training paths observe the strategic guidance of an International Advisory Board and the day-to-day input of mixed teams made up of academics, practitioners, consultants and players on the global socio-economic scene.

The programmes are customized and fitted the needs of stakeholders:

- **Young managers** who want to grow professionally and personally, strengthening specific functional skills or deepening their understanding of specific market sectors;
- **Recent graduates** who are entering the workforce and require knowledge, techniques and practical tools in addition to a traditional university education;
- **Executives and professionals** ready to challenge themselves, to consolidate their knowledge base, and raise the bar with their skills through work study, training and access to new networks;
- **Companies and institutions** aware of the complexity of new *glocal realities* who are ready to meet the challenges and opportunities that derive from leveraging their internal human capital.

The Business School offers different training path:

- **Global MBA.** analysis, global orientation and leadership development for the growth of young professionals who are open to the world.
- **Full-time masters.** knowledge, practical orientation, and teamwork to jump start tomorrow's careers. 10 programs and the possibility to choose from among different specializations.
- **Executive masters.** challenges, refresher courses, and networking for the solidification of experienced professionals. 11 programs, various formats and learning methods
- **Open programs.** in-depth research programs, intensive learning, and collaboration with the school's community to stay up to speed with specific trends. a continuously

updated portfolio of courses.

The faculty members at Bologna Business School work together offering outstanding teaching standards. An international and interdisciplinary approach is guaranteed by a joint team of distinguished national core professors, adjunct, visiting professors, guest speakers and top managers.

SPECIALIZATION COURSE

The Executive Master in Entrepreneurship

The **Executive Master in Entrepreneurship** aims to train and inspire a new generation of de-novo and corporate entrepreneurs. The Master is focused on the entrepreneurial project of the individual entrepreneur, developing a personalized study plan.

The course's teachings have a direct use and evident impacts on the business. From the knowledge of the markets, to the construction of a network of solid relationships, every aspect of the course is aimed at creating a modern entrepreneur, equipped with frontier skills of which an international reality such as Bologna Business School can provide. By attending classes, it is possible to share with other entrepreneurs and businesswomen the challenges, the doubts and reflections.

The master is open to entrepreneurs with an innovative and interesting idea and degree or diploma or an entrepreneurial experience at least three years

The selection process is composed by Resume analysis and the evaluation of business project.

The course is in Italian and English language.

The Executive Master combines the formation of a business school with the impact of an accelerator of ideas. The whole path is focused on the business project presented by each participant.

During the program, the business plan is developed, which has to pass the scrutiny of a commission, and tools is provided to verify the scalability of the idea and the contacts with partner companies and investors.

Therefore, during the Master, the business project grows with the obtained competences and knowledge of the participant.

The master in Entrepreneurship has a duration of 12 months, with a formula that can be modulated according to the needs of the participant. The program includes:

- 6 general management courses,
- 2 Entrepreneurship courses;
- 2 elective courses that the participant can choose from within the School's educational offer based on the interests of their business and customize the training plan and that is shared with the Directorate of the Master.

The programme is composed by six fundamental lessons:

Business Strategy, Performance Management, Business Model Innovation, Operations and Industries, Sales & Marketing, People Management. These are accompanied by a path of Business Plan and Business Coaching & Mentoring.

At the end of the Master the participants discuss in front of the Management Committee the business plan and the feasibility of their business idea or the proposal of an innovative business model for their company

The Master in Entrepreneurship provides different teaching methods: classroom lectures, studies on the online platform, and for part-time courses; targeted tutoring by commenting on ongoing activities, responses to requested clarifications and in-depth analysis on relevant topics. Master Lectures complement the academic path, which are held by professionals from the world of business, academia and politics, as well as numerous opportunities for discussion and interaction with the business world through the study of case histories.

Also, networking is developed between students of the same class, between participants and lecturers, as well as with students from other courses or previous editions of the very same master. The master allows to meet other young entrepreneurs at an international level.

This program was born thanks to the collaboration between Bologna Business School and the Confindustria Emilia-Romagna system. This allowed to deal with different themes of various entrepreneurial contexts, focusing on needs and expectations towards this educational program.

The participants can receive a loan at a special rate thanks to an agreement with Bologna Business School.

SUPPORT AND ORIENTATION

The StartUp Ecosystem Day

The **StartUp Ecosystem Day** in its *edition*, is the annual event organized by Bologna Business School to promote and support the sharing of ideas and projects between over **40 selected startups**, working in the fields of **Italian Excellence**, and the **BBS Community**. It represents an opportunity to create synergies and attract the attention of institutional investors, managers and entrepreneurs of important companies.

About 40 startups already generating value on the market meet the students of the **Global MBA** and the **Executive Masters** of BBS – around 100 students from 40 different nations – with the intention of activating projects and collaborations. The event includes the participation of institutional investors, managers, entrepreneurs of the BBS business network and business angels.

The startups are invited to participate by submitting **two projects** each, to be evaluated by the students of the Global MBA and the **Executive Masters** of Bologna Business School. Every project has the opportunity to be discussed with the participants during the Discussion Tables organized during the event.

UNIVERSITÀ CATTOLICA DEL SACRO CUORE



<https://www.unicatt.it/>

GENERAL

Università Cattolica del Sacro Cuore is an educational institution, spread over five campuses in the national territory, and characterized by a dense network of international relations and a rich and articulated training offer, in particular in the socio-economic sector.

Over the years, the University has created a group of 8 Graduate Schools, focusing on different fields of knowledge. ALTIS, the Graduate School of Business and Society, was established in 2005, at a time when the discussion about corporate social responsibility, in the wake of the international debate, in Italy was in its early stages. ALTIS aims to favour, through research, training and strategic consultancy to companies, private and public, the diffusion of a responsible managerial culture, the reconciliation of competitiveness and corporate social responsibility, the interaction between profit and no-profit sector for the development of the Country, the good governance and a sustainable internationalization.

Its activities focus mainly on the following issues:

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

SPECIALIZATION COURSE

The Executive Master in Social Entrepreneurship

Within its executive education portfolio, ALTIS offers the Executive Master in Social Entrepreneurship, and promotes as well workshops and meetings in the entrepreneurship area.

The Executive Master in Social Entrepreneurship (EMSE) is a specialized master’s program organized by Università Cattolica del Sacro Cuore – ALTIS and sponsored by ASVIS, Human Foundation, UBI Banca and Nestlé Group.

The program focuses on the entrepreneurial sector, growing in relevance within the

Italian economy and society, and offers participants the opportunity to join a wide network of social enterprises and professionals.

The Executive Master in Social Entrepreneurship is ideal for students wishing to launch a social startup or begin careers within existing Italian social enterprises (e.g. cooperatives, foundations, associations, NGOs, charities) dealing in sectors such as health, education, development, culture. The Master is open to professionals or young people with a Bachelor's or Master's degree (or equivalent foreign degree) from any faculty, with a strong interest in the Third Sector.

The Executive Master explores the main strategic management levers in the entrepreneurship sector, touching on various areas about design for innovation and social enterprise, business planning and pitch, strategic planning and governance.

The program aims to:

- Improve and strengthen the management of a social organization or company;
- set up new business areas;
- design and implement a social start-up.

The Master offers also the support of academic tutors and corporate mentors, in the development of a Business Plan and in the preparation of a final pitch.

The Master's main subjects are:

- Strategy and management of nonprofit organization
- Design Thinking for innovation and social entrepreneurship
- Social Business Model Canvas
- Administration, business plan e economic sustainability
- Finance for the Third Sector
- Communication and Fundraising
- Budget and accounting for nonprofit organization
- The impact evaluation for social sector
- Leadership and human resource
- Governance, legislation and taxation
- Pitch Lab

The training approach is blended and is divided in 10 weekends in the classroom, e-learning modules, and the project work. Also, the School organizes and planes meeting with entrepreneurs to share their experience and reflections on social entrepreneurship.

The Project Work allows to develop a business plan about the entrepreneurial project of each student.

During the course of Master, the participants use the obtained knowledge and skills to improve their personal project work.

The program lasts for 12 months and the delivering of program is in Italian Language.

SUPPORT AND ORIENTATION

CONLAB

ConLab is a creative co-working space dedicated to students' self-employment activities. The project is aimed at promoting an entrepreneurial and innovative culture through multidisciplinary approach, to support the contamination between students, from different backgrounds, professors, entrepreneurs and start-ups and to share ideas and skills.

ConLab is part of the University network together with the Graduate Schools, the research centers and the departments. It organizes and supports:

- Specific training plans with intensive courses and workshops.
- Meetings with experts in business administration, economic strategy, development business analysis, also, the practitioners provide consulting services and legal and administrative support to the teams;
- Networking, within and outside the University community, in order to facilitate the project development, periodic meetings with actors from the entrepreneurial system and corporate finance.

Inside ConLab, sixteen desk-stations, wifi facilities, meeting rooms and offices are available for students. This space is offered for six months, extendable to twelve.

While realizing its activities, ConLab launches two call for proposals:

- Call for ideas, it seeks to select the best entrepreneurial ideas from students' teams.
- Call for Skills, it aims to select the best partners able to strengthen the students' teams with specific and technical skills.

Furthermore, Doctor Start-upper is a graduate training program for the development of innovative business ideas, dedicated to PhD and Master's students, realized in collaboration with the Chamber of Commerce of Milan, Monza e Brianza, Lodi.

The initiative collects 25 projects and offers to the participants the opportunity to attend a course which includes an introduction to the essential tools, legislative and economic frameworks and managerial skills for the creation of start-ups, it also raises awareness of the entrepreneurship and creativity of innovative ideas.

The program works around four main issues:

- Strategy and business models
- Marketing and communication
- Financial control and management
- Investor Relations

The training sessions are in presence and online, and participants can enjoy the help of dedicated coaches. At the end of the classroom's activities, divided into different groups they seek to plan a first elaboration of entrepreneurial ideas with tutors' support. The program ends with a final event, in which participants present their business ideas in front of jury composed by experts, investors and companies.

CUOA BUSINESS SCHOOL



<https://www.cuoa.it/ita/>

GENERAL

CUOA Business School is one of the most important management schools in Italy. It is an incubator of ideas and relationships, where people and companies can share reflections and answers to their needs for professional growth and affirmation. It guides students through a constant monitoring of the scenarios and through careful research on management issues.

Its strength lies in the constant attention to the value of people, to the role of national and international institutions, to the ethical dimension of every economic action, to the importance of merit in economic and social life.

In general, the training activities are divided in:

- **MBA and master's programmes**, executive courses and projects tailored to companies, professionals, managers and young graduates
- **Training and consultancy** for banking and finance industry
- **Projects** in collaboration with foreign institutions for the internationalization of companies
- **Activities** for the managerial development of Public Administrations
- **Centre of excellence** on themes of Lean Management and Digital Business.

AWARENESS AND INFORMATION

Executive course

Creativity Innovation and New Business is an intensive program addressed to undergraduates, graduates and young professionals interested in Business Administration and motivated to broaden their knowledge, upgrade their job-related skills and boost their career. It aims to give participants the competencies to define a strategic plan for a new business, to analyze internal resources of company, the features of the external environment in which firms compete, to design a business model and its elements, and to discuss business model innovation, developing creativity in the managerial context and leading innovation processes inside or outside an organization.

The program offers a very practical look at the main aspects related to entrepreneurship and the strategic business development and its model, presenting Italian and International cases. It includes the role of creativity and the relationship between innovation and the competition, a general understanding of the different aspects of innovation, theories, methodological approach (mental Map, 10 verbs, Brain writing) and basic methods in innovation management and business modeling, offering the integration

between different points of view with a practical perspective from the business world.

Additionally, participants are involved in a teamwork related to the subjects taught in class, with the supervision of CUOA's faculty, in order to be fully involved and to increment their creativity and decision making capabilities.

The core program is complemented by the possibility to participate in two optional study tours, respectively to the World Trade Organization in Geneva and to Milan Fashion District.

The course lasts for three intensive weeks, divided in 48 hours of lectures and 40 hours of practical didactic activities, inclusive of company visits and project works. Activities are scheduled from Monday to Thursday, from 9.00 am to 6.00 pm.

The didactic methodology is active and oriented to an effective involvement of participants, who are engaged in practical activities, teamwork, discussion of business cases, simulations and exercises, in order to effectively transmit and practice what have been learnt day by day.

The course is in English and Italian language, and offers 15 seats.

Study Tour

The CUOA Business School organizes a series of workshops and visits in national and international companies, showing innovative business realities and sharing best practice and reflections. The participation is free.

CUOA MBA Silicon Valley Study Tour offers the participants the opportunity to experience this exciting environment to understand its dynamics, with the aim of increase knowledge, be inspired by managers and entrepreneurs living and operating in Silicon Valley and identify new forms of enhancement of business talents.

CUOA Silicon Valley Study Tour aims to let the participants:

- better understand the business ecosystem and network in the area
- get inspired by the interaction with entrepreneurs, managers and consultants, in new and stimulating environment
- interact with other colleagues from **CUOA MBA** programs and share ideas and knowledge.

The programme includes visits and workshop at universities, research centers, companies and start-ups within SVIEC network (A3Cube, AdEspresso, Comma.ai, Italian Consulate General in San Francisco, Google, LinkedIn, Nebbiolo Technologies, Peaxy, Quid, Skyhigh Networks, SLAC, National Accelerator Laboratory, Stanford University).

The Lean Japan Study Tour is a unique training experience of one week that allows participants to immerse themselves in the Japanese culture and learn about "the origins" of the revolutionary approach known as "lean thinking" through company visits and practical activities. The participation is free. During the trip, participants are supported by a lean expert who helps them to figure out the

correct abstractions for effectively transferring what they have learned to their individual working realities, and also by an expert in Japanese culture who stimulates and encourage interaction among participants and the different realities encountered.

The course adapts to the specific Lean skills of each participant, fostering awareness and knowledge in implementing Lean Transformation within their organization. The Japanese experience also allows those who already have knowledge of lean methods to increase the credibility necessary to strategically implement the Lean System within their company.

The program includes:

- First meeting, focusing on the tour's objectives and promoting mutual knowledge among the participants
- Visits of international companies,
- Visit of Tokyo city to learn how the Lean approach is applied to daily activities, in Japan. Also, it is composed by social activities, tasting of typical foods and visits of the significant places to know the traditional Japanese culture.
- Practical and active training on waste reduction techniques provided by trainer (ex-manager in Toyota)
- Debriefing coordinated by a lean expert

The delivering of Study Tour is in Italian language.

SPECIALIZATION COURSE

Part time MBA for Entrepreneurs

The Part-time MBA for Entrepreneurs is a program of managerial growth for those who are in charge of guiding people and managing resources to generate value. This Master of Business Administration is designed to build on the skills and experiences of entrepreneurs, and is developed to meet the challenges of innovation, change and market uncertainty in order to seize the opportunities to make their companies more competitive. The MBA Master for entrepreneurship is the 17th edition.

It was created in a territory like NorthEast Italy, known all over the world for its entrepreneurial wealth, where creativity, leadership and the ability are crucial factor for developing business.

The current economic environment is constantly evolving and the most competitive companies have been able to recognize the signs of change and have acted with precise, shared and informed decision-making processes. The ability to increase the success of a company is the result of well-defined goals and consistent processes: an overall adaptation that sees the entrepreneur as a key figure in the development of the strategic plan.

The MBA for Entrepreneurs is based on the decisions that an entrepreneur has to make on a daily basis, offering content according to a management logic that addresses topics in a complementary manner from a strategic, organizational, financial and legal

perspective.

The training topics are:

- Corporate Strategy
- Financial Accounting
- Management Control
- Corporate Finance
- Marketing & Communication
- Operations Management
- Supply Chain Management
- Human Resources Management
- International Management
- Digital Transformation of Business
- Quantitative Methods
- Innovation Management

The master's program is exclusively for entrepreneurs, their families, directors and associates with at least six years of experience in strategic and management positions, who are motivated to increase their knowledge and skills in order to seize opportunities and address the risks that characterize the current competitive environment.

The selection process is divided in Resume analysis, logical and mathematical test and motivational interview.

The Master approach includes different teaching methods:

- Training modules
- Project work divided in: Business plan, based on concrete cases to define an innovative business, and business game, a simulation of daily activities in companies.
- Competence check-up, it is a valuation process about technical and managerial skills of participants.
- Executive coaching to support the entrepreneurs during the Master
- Team building and orienteering activities
- Study of business cases and exercises,
- Testimonials from managers and entrepreneurs,
- Company visits,
- Workshops and seminars.

Moreover, the program allows the comparison and exchange of experiences with a qualified and international **Faculty**, and between the participants, managers and professionals with different educational backgrounds and professional experiences. The online platform is available to students, which facilitates the use of study materials.

The learning is verified during the course of the program through the individual feedbacks that highlight the evolution of the participants' knowledge and skills and consent the application of the contents learned in each area. The project works (business games and business plans) represent a kind of evaluation.

The final tests can be carried out by examining a real business case.

The course lasts for 20 months, divided in 41 weekends, to allow effectively balancing study with professional and personal commitments. The frequency is mandatory at 85% of general programme.

The delivering of Master is in Italian language.

SUPPORT AND ORIENTATION

Tailored project: Entrepreneurial Families

This CUOA project is designed to accompany entrepreneurial families along the path of growth, through inter-company activities, on topics of particular interest or relevance. In the classroom, entrepreneurs can learn from each other and from the teachers and develop new skills. A phase of the project can also be customized and tailored to the entrepreneurial families in order to support them in developing special activities and in identifying solutions and actions useful for their specific company

The project precedes two types of activities:

- **Inter-company training:** knowledge for sustainable business competitiveness, heritage protection tools, innovative teaching methods and study tours in Italy and abroad
- **Management Advisory Service:** partner for the strategy of family businesses and for the harmony of entrepreneurial families

The path approach is a mix between the training modules, case studies and active and innovative training experience.

CEFab

CEFab (Center for Entrepreneurship & Family Business) was born in 2018, and it is the platform of projects and services for business development, family businesses and entrepreneurial families, which deals to plan activities for the business community already present at CUOA and to develop new initiatives.

CEFab offers a portfolio of services, responding the multiple and changing needs of entrepreneurial families and their components.

It is addressed to business owners and their families (involved or not in management) and is structured in three areas of intervention.

- **Desk area** includes:
 - Intercompany training on the most relevant issues for business management,

with short in-depth and very focused courses, even with the involvement of foreign teachers

- Strategic Advisory to reinforce the decision-making processes alongside the entrepreneur and the team that occupy the top positions of the family business
- Family Council to the development of younger generations (training courses, career plans, possible entry into the family business) and to favor the harmonization of intergenerational relations.
- **Community**, it is aimed to develop relations between the community of CUOA family businesses and the other national and international communities, to promote training tours in Italy and abroad, and to share best practices.
- **Lab**, it is the research area of CEFab, which deals the studies on family businesses, entrepreneurship and internationalization processes, and promotes the dissemination of results with publications, conferences and seminars.

Smart jump

The CUOA Business School is a partner of European project SMART JUMP

SMART JUMP (Smart entrepreneurial skills for Creative Industries) involves women and youth in the creative sector and in manufacturing industries. On one side, female entrepreneurs or women in management in Europe are less than 30% and have limited access to high level managerial training. On the other side, the support to entrepreneurship, especially in emerging sectors and with high rate of development has been recognized as one of the possible answers to the dramatic situation of youth unemployment, particularly in Southern and Eastern Europe. The development of entrepreneurial skills in creative industries and the link with manufacturing companies, in particular using the untapped potential of young people and women, is at the heart of the SMART JUMP project funded by the European Erasmus Programme plus - Key Action 2: Cooperation for Innovation and Exchange of Good Practices – Strategic partnerships for VET.

By analyzing and applying the Quadruple Helix model, developed in Sweden by WINNET and the Women Resource Center, SMART JUMP aims to support female and youth entrepreneurship and fine-tune the training offer at local level with the National / regional strategies of development for growth and innovation in Italy, Spain, Hungary and United Kingdom.

The project envisages to share the best practice and project result, to develop training contents for female and young entrepreneurs, and to design a community of entrepreneurs and professionals from the public sector, the university and the civil society.

Newsletter #impresealCUOA

#ImpresealCUOA is the voice of the business community and collects business stories, thematic focuses and scientific insights on the various issues that affect

businesses and entrepreneurial families.

H-FARM



<https://www.h-farm.com/it>

GENERAL

Founded in January 2005, H-FARM was the first in the world to adopt a model that brought together education, investments, and business consultancy in one place. Since its founding until today, H-FARM has invested €25M to support the development of 105 innovative companies, has helped over 100 of the most important international brands take advantage of the opportunities made possible by digital transformation and educates more than 1,000 students through an international and digital didactic path. Structured like a campus, it is destined to become the most important innovation hub in Europe. H-FARM employs more than 530 people in 5 different locations in Italian cities and is considered a singularity at an international level.

The H-Farm aims to:

- **invest in innovative ideas** that move the world and support both small, innovative companies as well as established enterprises in developing and accelerating their businesses.
- **guide companies** in their digital transformation and work together with companies to enable digital transformation initiatives, from planning to execution.
- **design the future of education** and provide innovative methods and approaches in digital education for students and companies.

The multidisciplinary approach develops a spirit of collaboration, and delivers new experiential, hands-on methodologies. All the workshop activities and trips have a strong experiential and non-conventional component, in line with educational philosophy

AWARENESS AND INFORMATION

Italian Cultural and Entrepreneurship Summer Journey

Italian Culture and Entrepreneurship Summer Journey 2-week Program allows students to join in Venice and experience the best Italy has to offer, and connects with a community of thriving new startups, learn from true innovators and interact with artists and entrepreneurs.

The program presents a view of Italy's cultural and economic heritage that is fresh, internationally relevant, and future-facing, explores the intersection between art and technology, giving students a chance to look at the opportunities offered by the digital creative economy. Moreover, it exposes students to a network of startup companies and an innovative entrepreneurial culture, giving them the chance to have practice with interactions in a fast-growing professional environment.

The program offers three complementary experiences:

1. Module 1 is titled **“Cultural Discovery”** and it provide a historic overview of Italian Cultural Heritage.
2. Module 2, **“The Digital Humanist”** makes students aware of the new creative professions: thanks to H-FARM’s case studies they get some precious insights on the kind of skills needed to meet the market needs in terms of **Digital Transformation**.
3. Module 3, called **“Innovation Tour”**, students explore the “startup way of thinking”, living side-by-side with our startups and entrepreneurs.

1. CULTURAL DISCOVERY

Mnemosyne:

A site-sensitive, collaborative project: working with art collective Effetto Larsen, students survey, collect, and map emotional memories connected to people and places they visit, co-creating an artistic installation that reinterprets all the locations (and emotions) they have explored throughout their experience.

Mnemosyne is therefore not only about cultural discovery, but also about the creative elaboration and exchange of perspectives.

“Made in Italy” Company Visit:

Students visit a pioneering company in the field of “Made in Italy” products (such as Illy, Luxottica, Ferrero), investigating the cultural meanings behind these products and the organizational and managerial aspects of running an internationally successful business.

WhaiWhai Venice:

WhaiWhai is a new way to discover a city through story and play. The game, triggered by a text message, leads students around Venice to discover up to 60 fascinating stories, in search of the long-lost Ruyi – Kublai Khan’s legendary scepter, brought to Venice by Marco Polo in the 13th century.

The Fab Verona:

Technologies are breathing a new life into Italy’s longstanding maker culture. Fab-labs, 3D printers and “artisans of the future” are making huge contributions to the world of quality Italian design and manufacturing.

Discover Florence:

Students discover the hidden secrets of Florence, its unknown gardens, the beauty of the Renaissance and compare them with Venice artistic and architectural achievements.

2. THE DIGITAL HUMANIST BigRock Learning Experience:

Students explore our innovative school for computer graphics, concept art & VR, whose graduates end up working for renowned film studios such as Dreamworks and Pixar.

Digital Humanities in Venice and Milan:

Students immerse in the innovative scenario of digital humanities in Venice and Milan, exploring the many ways technology can help archaeologists, historians, art curators, and other professionals in expanding and divulging humanistic knowledge.

ARG Exploration:

Alternate Reality Games are a new creative medium blending digital and real life into an immersive narrative universe. Students discover how H-FARM uses this medium to reshape corporate culture and motivate employees of its client companies.

Creative Careers in H-FARM:

Students have a chance to know, mingle and interact in a structured way with H-FARM's creative professionals (designers, art directors, content & project managers) to learn about opportunities for creative majors in the digital economy.

3. INNOVATION TOUR

H-FARM Learning Experience:

Students explore the H-FARM ecosystem, getting to know startups and interacting with our community.

VR Projects in H-FARM:

Students learn about fringe innovation projects happening in H-FARM in the field of Virtual Reality technologies, and also get to experience some of them directly. Personal Branding Workshop:

Students apply a typical startup framework to their personal lives, evaluating their potential and mapping opportunities for their own professional development.

Showcase Day:

A "matinée" in which exchange students can share their cultural discovery projects with the H-FARM community, enjoy some time together, and reflect on their journey.

Master in digital Entrepreneurship

The Master in digital Entrepreneurship guides participants through a learning process of crucial digital tools: from digital marketing to artificial intelligence. It is designed for those who want to work in the digital landscape, either to support the digital transformation of existing companies or to develop their own business initiative.

This program is structured around three crucial factors for success:

1. Create opportunities evaluating the profitability of new products, services, technologies, markets and sales channels;
2. Maximize the potential of the resources, managing people and projects with agility, efficiency and balance;

3. Communicate ideas' value, transmitting passion to customers, investors and collaborators.

The program is organized in 3-days sessions (from Thursday morning to Saturday afternoon) to learn from international experts working with digital multinationals and to confront young talents full of ideas and energies.

It is divided in 9 courses with key skills for the digital entrepreneur:

- **Digital Strategies & Business Plans**
- **Blockchain for Managers**
- **Storytelling & Executive Communication**
- **Project Management & Agile Methodology**
- **Social Media & Live Events**
- **Fundraising & Finance for Innovation**
- **Artificial Intelligence**
- **Digital Marketing & Experience Design**
- **Creativity and Leadership**
- **"Make-a-startup" workshop**

SPECIALIZATION COURSE

WEEK Digital Entrepreneurship Summer Program

Digital Entrepreneurship Summer Program is abbreviated course of study in specialized field that can provide much-needed skills and knowledge in specific areas.

This noncredit course is intended for **university students and professionals** who want to gain general knowledge, learn a new skill, upgrade existing skills or develop personal interests.

During the 1-week program taught in H-FARM Campus, near Venice, students learn new concepts and methods, and experience what Italian creativity really means. Through specific learning activities focused on Digital Transformation, they can apply a creative mindset to innovation processes.

The program lasts for 5 days and is divided in:

Day 1: New trends and Digital Tools. At the first phase, the program includes an overview of global changes led by innovation and technology. The participants explore changes and envisage a different future.

Day 2: Data Analysis. The second module offers students techniques and skills for data analysis. It teaches how to interpret and present data, how to construct and propose the right storytelling.

Day 3: Innovation Management & Strategy. During third day, lectures are devoted to present the different aspects of innovation and product development. Participants get a general understanding of innovation theories and focus on design issues and the management of the innovation process.

Day 4: Social Media Marketing. This module provides an overview of digital and social media within an integrated marketing communications strategy, with a mix of theory and hands-on practical exercises.

Day 5: Design Thinking Lab. This last module represents an opportunity to work in a team and applies tools and techniques to co-design a co-create practical and feasible solutions to a design challenge. Students learn non-conventional approaches to problem solving and methods for triggering social innovation processes.

WEEK Digital Entrepreneurship Summer Program

Digital Entrepreneurship Summer Program is designed by 12 days of lessons and experiential workshops to adopt non-conventional methods for the development and promotion of new products and services.

The modules, about New trends and digital tools, Brand Identity and Management, Digital Marketing, Data Analysis and Lean Product management, are combined with two visits to leading Italian companies that have made excellence part of their core business.

The Program provides:

Day 1: New Trends and Digital Tools. The first day, it is introduced an overview of global changes led by innovation and technology. They explore new digital tools and trends.

Day 2: Data Analysis. The second module offer students techniques and skills for data analysis. It teaches how to interpret and present data, how to construct and propose the right storytelling.

Day 3: Innovation Management & Strategy. During this third day, lectures are devoted to present the different aspects of innovation and product development and a general understanding of innovation theories, focusing on design issues and the management of the innovation process.

Day 4 - 5: Digital Marketing. This module provides an overview of digital and social media within an integrated marketing communications strategy.

Day 6 - 7: Italian tour. In the weekend students have the possibility to visit some of the most beautiful Italian cities, from Venice to Milan, Bologna or Florence

Day 8: Brand Identity and Management. This module helps students to understand what it takes to build a strong brand that drives company growth and how win more customers and get the most out of the ones they already have.

Day 9 - 10: Lean Product Management + Business Game (Company visit). The module is designed to give students an overview of the Lean approach. When it comes to create a new product or launching an idea of startup, in both cases students have to be focused on their final goal bearing in mind the experience of consumers.

Day 11 - 12: Design Thinking Lab. This last module is an opportunity to work in a team and apply tools and techniques to co-design an co-create practical and feasible solutions to a design challenge. Students learn non-conventional approaches to problem solving and methods for triggering social innovation processes.

Personal Entrepreneurship Summer Bootcamp in partnership with SHENKAR COLLEGE TEL AVIV

Personal Entrepreneurship Summer bootcamp is addressed to global innovators, entrepreneurs, students or company people, who want to develop their own potential, immersed in the innovative ecosystem of H-FARM.

The purpose of the bootcamp is not just to grow businesses, but to grow entrepreneurs who learn essential skills while working on their own projects. Lectures are delivered by a leading teacher from Shenkar College in Tel Aviv and a seasoned entrepreneur from the Israeli innovation ecosystem. The course adopts a multidisciplinary approach, developing a spirit of collaboration, and delivers new experiential, hands-on methodologies.

All the workshop activities and trips have a strong experiential and non- conventional component, in line with School's educational philosophy.

The Program includes:

Day 1:

Morning: It's All About You Lunch and Learning. Casual events are the best for establishing social ties which can lead to cooperation. Interact with three colleagues and learn about them.

Afternoon: It's Not About You What the world needs now - World Economic Forum Skills for 2020 The emerging ecosystem can build a winning team in thirty minutes and make a successful pitch.

Day 2:

Morning: Why be Creative? Who are creative people? Why is creativity is a two step process? Why thinking outside the box is a cliché. What entrepreneurs really do? The main stumbling block that prevents people from being innovators Practicing Creativity methods (including 48create).

Lunch: Create a different eating experience.

Afternoon: Pitch and Presentation Skills The art and science of storytelling, throwing PowerPoint, The secrets of a great oral presentation, Making sense with dollars.

Day 3:

Morning: The secrets source of entrepreneurs, The importance of failures and overcoming them. The Israeli innovation ecosystem The role of Meetups and events in building a community, The role of the coffeehouse: how exchanging and sharing ideas and information helps everyone in the startups ecosystem. (trading secrets vs. trade secrets) Mentors and tormentors. The law of 60 Pivot: taking your invention to another dimension.

Lunch: Listen to two pitches, give one.

Afternoon: Cooperating with investors and corporations. Listening to customers. Growing pains. Innovation in large corporations.

SUPPORT AND ORIENTATION

Startup Ecosystem

The goal is to be the first movers in intercepting new ventures, and to invest in small, innovative enterprises and companies, allowing them to develop and accelerate business.

The VC market is outdated and ready to be changed. It is key to have a wider perspective on investments, looking for promising projects on a European level. H-FARM analyzes several digital entrepreneurial projects in Italy and Europe and selects and invests in the rising stars. It invests in **in Reach**, the first software powered investment firm focused on early stage European startups.



GENERAL

The Institute Adriano Olivetti is one of the oldest entrepreneurial and managerial schools in Italy. ISTAO was founded in 1967 by the Economist Giorgio Fuà with the involvement of the Olivetti Foundation, the Social Research Council and the support of CRN.

It promotes entrepreneurship as a moral effort and operative capacity by taking inspiration from the entrepreneur-leader, culturally and civilly engaged. Continuously experimenting represents the core value of ISTAO's methodology. The experience in firms is the ISTAO methods to learn by approaching directly the operative and professional reality. The formula of learning by doing is dominant respect to a learning by listening approach.

ISTAO 's numbers include:

- 2130 trained university-graduates
- 2900 project works in firm
- 2200 enterprises involved

AWARENESS AND INFORMATION

Project R3 Monticelli in the future

Within a national programme for fostering and renewing the urban suburbs, ISTAO creates a plan addressed at promoting entrepreneurship in a suburb block of Ascoli Piceno. Specifically, meetings/workshops, coaching and conferences are some of the tools used and implemented by ISTAO.

Since its foundation ISTAO is characterized by a synergic threefold activity on : research, training and technical assistance in economic and industrial areas which mutually fertilize and develop for the creation of innovative programmes and methodologies.

Current lines of research are:

- Technological change and the impact on organizational models (I4.0)
- The economic development driven by cultural "districts"
- Urban re-generation focused on revitalization and fostering of entrepreneurial culture
- Planning and technical assistance for fragile areas
- Blue economy and Chinese opportunities

Training activities are:

- GLOBAL GENERAL MASTER IN FIRM'S STRATEGY AND INTERNATIONAL MANAGEMENT (53a ed.)
- Master in DATA SCIENCE FOR FIRMS in collaboration with UNIVPM (Polytechnic of Marche) (2019)
- Master in HERITAGE CULTURE MANAGEMENT (two editions 2018-2019)
- EXECUTIVE Programmes in:
 - LIVING OPERATIONS: Machine Learning People Feeling. Programme of classes and visits for managers focused on the transformation of processes and technological tools in relation with people management and organizational models.
 - MATCH UP: innovative format of selected company managers' networking focused on I4.0 technology.
- Executive specialized courses on demand

Technical Assistance (T.A.) programmes are:

- T.A. to Regione Marche for "Patto per lo Sviluppo": scouting, mapping classification and analysis of territorial re-generation and socio-economic projects for the "cratere areas".
- T.A. to Comune of Macerata for "START Project": re-generation of urban spaces for the development of entrepreneurship in cultural sectors. Creation of a urban co-working for startups. Training, Startup competition and Mentors selection for the co-working activities.
- Evaluation and analysis of regional projects funded by the Regione Marche Funds for DCE (Advanced Cultural Districts)
- T.A. for Project R3 Monticelli in the Future. Promoting entrepreneurship plan in a suburb of Ascoli Piceno. Meetings/workshops, coaching and conferences.

SPECIALIZATION COURSE

Specialization courses with reference to entrepreneurship are:

- Start up 21 - two editions (2014-2015)

The courses aimed at fostering innovative startups belonging to a specific territory which is actually going through an industrial decline (province of Ascoli Piceno). The course involved 40 young entrepreneurs for 800h of which 200h of internship. Moreover, the students were supported and supervised by experts to help them starting up new business ideas.

- Startup lab

the course gathered young entrepreneurs in laboratory activities aiming at developing entrepreneurial skills and attitude.

- Impresa in avvio

the course involves young and adult students that want to create and develop their own business ideas. the course gives to participants the proper toolkit and skills to be ready at designing a consistent ISTAO

- Ecapital culture Adriatic start up School

a European partnership promoted a course where people coming from all around Europe (Macro-region Adriatic ionic) participated to the creation of creative and cultural start up. During the two editions participated more than

60 students. Since 2001 ISTAO is one of the promoters of the start-up competition Ecapital at which have participated more than 5.000 young people coming from the regional universities. ISTAO provides each year the fundamentals for drafting a business plan and support the design of business structure.

SUPPORT AND ORIENTATION

With reference to Support and Orientation to Entrepreneurship ISTAO offers:

- [Support to the Regione Marche as member of the BOARD PROJECT WORK on the Community IO Startup](#) for the European iEER. **iEER** is an Interreg Europe funded flagship project bringing together 10 regions around Europe. Initiated by a group of regions awarded with the European Entrepreneurial Region label, **iEER** define smart paths and solutions to boost regional entrepreneurship and ecosystems supporting young entrepreneurs. The project works by involving participants in planning activities, meeting, learning camps, international visiting of best practices.
- [Support to the territorial industrial chambers for creating "start-up competitions"](#) The Industrial Chambers that operates into the Region Marche give to ISTAO the role of External Expert into evaluation commissions (e.g. business plan competitions in Pesaro, Ascoli Piceno and Fermo) and project leader of their own training courses.
- [Support to territorial municipalities for creating call of proposal for engaging start up.](#) ISTAO provides its experience and skills to support companies, municipalities, industrial chambers to create initiatives that foster entrepreneurial attitude. It is also involved in supporting the regional main municipalities for promoting and developing projects and initiatives (e.g. calls for proposals, training course) in order to engage the new generation of entrepreneurs.
- ["Startup weekend"-three editions \(56h\)](#)
The initiative is made in partnership with Confindustria Giovani AP. international format of a three day training program and competition (2015-2016-2018) aimed at strengthening entrepreneurs of Ascoli Piceno territory, potential startupper convey on Friday with their own idea of business, receive support and collaboration for presenting it the final day 200 young people, involved in the three editions.



GENERAL

ISTUD has been founded in 1970 by Confindustria and a group of Italian and multinational companies, including Olivetti, Pirelli and IBM, and has always shaped Italian management, and contributed to the spread of a modern management culture in the country.

The School is a cutting-edge center for research and development of knowledge on the national scene. The big Italian companies use them to prepare their ruling class.

It continues its mission by proposing itself as a free and independent aggregator of entrepreneurs, managers, professionals and young talents who want to confront themselves on current and relevant issues.

The Business School seriously considers the strength of the entrepreneurial team, Actually the faculty is mostly composed from entrepreneurs.

ISTUD professors and advisors are available to students and support them in implementing their business ideas

AWARENESS AND INFORMATION

The DIGI-GRENT

The DIGI-GRENT is a project and a training opportunity for ISTUD Masters students.

DIGI-GRENT, acronym of "Digital and responsible entrepreneurship", is funded by the European Commission within the ERASMUS + Program, Fondazione ISTUD is co-actuator together with the University of Almeira, the Valencian Federation of metallurgical companies, the South East European Research Center, the Greek International Business Association, the University of Lodz, the Foundation for Promotion of Entrepreneurship.

The project aims to support universities across Europe in developing training courses expected at developing key competences for digital and responsible entrepreneurship through collaboration between economic actors, universities and civil society.

The project includes a study phase about entrepreneurial key competences and an implementation part for the design and provision of 3 pilot training events.

The 3 pilot training events provide an active participation of all the actors involved (students or graduates, university professors, political subjects, environmental and technological associations, investors, managers and members of civil society), and last for 5 days each one.

The program includes workshops on various topics (Eco-friendly digital business models, digital trends and digital security, Bridging Investors, Business Angels and

Digital & Responsible startups, pitching strategies for digital and responsible entrepreneurs ect), provided by experts international sectors, and work phases to develop new business ideas.

The project is open to a limited number of students selected by co-actuators of the project.

The Curricula are accompanied by the production of two additional project outputs that are made available to all interested parties:

- **A toolkit**, conceived in a logic of open innovation to teach final beneficiaries how to interact with the system in order to co-create new digital and responsible business ideas.
- **A virtual environment for sharing case studies**, training materials and Curricula, which also include a practical session with all the "new business ideas" that are co-created during the training events.



GENERAL

Luiss Business School develops and promotes research in different academic fields with a focus on Strategy and Corporate Renewal, Corporate Governance and Performance Measurement, as well as Innovation and Organization Design. The research is grounded in knowledge of business processes and corporate environments and covers emergent key areas, such as Ethics, Responsibility and Sustainability. The experiential activities and the personal leadership are a bridge between the needs of the corporate and public organizations, and academic world. The School aims to develop students' cognitive, hard and soft skills, relating in an international and multiethnic environment, in order to learn from experience and to know their vision for the future.

It is a bridge between the academic and business world through its long-term partnership with Confindustria, where key partners from the corporate, no profit and public sectors, are directly engaged in the co-creation of specific programs that aim to advance knowledge on management practices.

SPECIALIZATION COURSE

The Master in Entrepreneurship

The Master in Entrepreneurship aims to support the development of the entrepreneurial attitude in young people with high potential, through a mix of learning, active experiences and methodologies and knowledge learned into concrete entrepreneurial start-up initiatives. It is open to young people with a Bachelor's or Master's degree (or equivalent foreign degree) from any faculty, with a strong interest in entrepreneurship sector.

Namely, the master aims to:

- develop new business ideas, from concept design to its delivery;
- acquire leadership and decision-making skills in order to achieve sustainable results;
- identify new market opportunities for new businesses;
- assess risks and opportunities associated with new technologies, new markets and start-ups.

The Master lasts for 12 month and includes 5 different activities:

- **Induction week:** during first week, the campus organizes workshops, meeting, ice-breaking lab to favorite the relationship between the students
- **Training modules about:** Strategy and Marketing, Taxation, Finance, Management and Organization in HR, Business Modelling and Business Development, Innovation Management, IPRs management, Business Planning,

Business Financing, Digital transformation and Entrepreneurship, Marketing and Sales Management, Performance Measurement and Reporting, Leadership, Digital Tools for Entrepreneurs, Corporate Entrepreneurship, Social Entrepreneurship.

- **Learning lab**, active and practical session to increase soft skills and transversal competencies. The principal learning labs focus on the evolution of mindset, business English competence, digital skill, team working and meetings with business angel, venture capitalist, start-up, successful national and international entrepreneurs.
- **Study Tour**: at the end of each training session, the School plans study tours abroad of 4 weeks to visit entrepreneurial companies
- **The incubation process**: it lasts for 3 months and is structured according to the LUISS ENLABS best practice. The candidates propose their innovative business solutions, also the students' creation of real startups can attract investments from venture capital funds and business angels. Also, the participants have accessed to LUISS ENLABS

The incubation process has a total duration of 3 months and it is structured on 5 workshops.

- **Teambuilding & dynamics**: Session to define the problems and team dynamics
- **Startup Fundamentals**: Definition of the business concept, how the reference market is made and estimated
- **Lean concepts**: Lean methodology, lean business model canvas, metrics
- **Understanding Investors**: The evaluation criteria of an investor
- **Understanding startup Metrics**: How to use data scheduling startup activities

The startups are evaluated by **LVenture Group S.p.A.** to assess the suitability and the possibility of being included in the subsequent LUISS ENLABS Acceleration program.

The program is divided in 3 phases, selection, acceleration and final demo days, and it has a duration of 5 months. The goal is to transform high-impact business projects into successful companies, LUISS ENLABS supports and accompanies the students' during start up evolution.

The selection process consists of:

The resume analysis, GMAT or GRE certificate (Preferable but not mandatory), TOEFL or IELTS certificate (Preferable but not mandatory), presentation of business idea with School standard model.

The program is in Italian language.

SUPPORT AND ORIENTATION

LUISS ENLABS

LUISS ENLABS The learning Factory is a startup accelerator based in Rome, and certified by the Italian Government.

It is operated by LVenture Group, a publicly listed venture capital company that provides the selected startups with funding and network.

Twice a year, the program selects a new batch of early-stage startups for LUISS ENLABS acceleration program.

ENLABS offers

- Funding programme: Micro-seed funding in return for 9% equity.
- Xpm approach: two weeks sprints, checkpoints, sneak peeks and 12 startup management seminars.
- International advisors: international executives along with partners, sponsors and network of investors.

MIB TRIESTE SCHOOL OF MANAGEMENT



<https://mib.edu/>

GENERAL

MIB was founded in Trieste (Italy) in 1988 with the mission of delivering entrepreneurial and managerial education and carrying out applied research in all areas of business.

The School strives to satisfy the demand for managerial competences of young graduates, entrepreneurs and senior managers. The portfolio of activities includes MBAs, Specialized Masters and Executive Education Programs.

The full time master courses are taught entirely in English and attract students from around the world. This multicultural environment makes studying at MIB Trieste an enriching experience which provides exposure to different cultures, opening career prospects at a global level.

Leading firms (among which Allianz, Bosch, Danieli, Fincantieri, Generali, HERA, illycaffè) actively collaborate with the School for internship activities, training, consultancy projects and research.

"It is thanks to the quality and international outlook of its faculty, the inspiring learning environment, the diverse national and cultural backgrounds of its participants, as well as the solid links to its partner firms and the business community at large that MIB Trieste School of Management has earned a strong reputation over the years as a centre of excellence. We are honored to work with individuals who challenge themselves and are ready to invest in their future, with commitment and determination".

Vladimir Nanut

Dean, MIB Trieste School of Management

Values

The School believes and supports the growth and development of a management class that leverages the dialectic of ideas, planning and concrete solutions and knows the value of sacrifice and commitment keeping in mind a sense of the collective good and long-term interests.

Since the beginning, MIB has supported talent and preserves values of commitment and rigorous meritocracy. Respecting these values, the School provides students of every nationality, culture and background programs that are recognized and accredited giving anyone the opportunity to develop skills and assume leadership roles with merit, courage and passion.

Accreditations

- **ASFOR Associazione Italiana per la Formazione Manageriale:** ASFOR has been evaluating and identifying the best management education on offer in Italy since 1971. MIB is the only school in Italy offering 6 masters courses accredited by ASFOR.
- **AMBA:** Association of MBAs. The most important authority of international accreditation for MBAs. Less than 5% of Business Schools worldwide qualify for AMBA

accreditation. AMBA accreditation service is recognized as the global standard for the best MBAs in the world.

- **EPAS:** EFMD Programme Accreditation System. The European Foundation for Management Development certifies the best international masters in the field of business/management with the EPAS program. Only 2 programs in Italy have received EPAS certification.

AWARENESS AND INFORMATION

The Executive MBA

EMBA is a part time program and lasts 2 years. The Executive MBA consists of both residential lectures and distance individual and group activities. Participants have to balance their study agenda with their daily job duties.

The EMBA degree is worth 60 ECTS, obtained as follows:

- 45 ECTS credits obtained from the Core Courses
- 15 ECTS credits from attending Elective Courses.

The final Project-work is worth 4 credits and is based on the "Entrepreneurial manager" course. It is a significant moment for the participants to verify, first-hand, the knowledge they have acquired. The objective is to apply the complex mix of skills learned during the class phase of the program.

Core Courses:

- Financial Accounting
- Strategic Marketing Management
- Corporate Finance
- Managerial Accounting
- Strategic Management
- Organization Management and digital transformation - The future of work
- Energy Management
- Leadership Dynamics
- The entrepreneurial manager

Elective Courses

- International Marketing
- Managing in Emerging Markets
- International Political Analysis
- New Product Development
- International Business Law
- Financial Derivatives

- Risk Management
- Business Planning for New Ventures Start-Up
- Challenges and Strategies in the Insurance Market
- Innovation Strategy
- Lean Transformation
- Design Thinking
- Integrated Reporting
- IT Governance & Information Security Awareness
- Start-up of You - Personal Branding for Social Media Strategy
- HR Management
- Career Coaching
- Operations Management
- Project Management

The Executive MBA Program has a particular focus point on the entrepreneurship and the entrepreneurial skills' development. Also, the participants work for the last 8 months of the program on a start-up contest, where each of them has to pitch to the class a business idea. 5 of these business ideas are selected by the class and are developed by teams of participant into real start-ups with the constant support of the team of Innovation Factory, the incubator of AREA Science Park, the leading technology park in Italy.

IMI- Intrapreneurial Management of Innovation

"Innovation is the specific instrument of entrepreneurship. The act that endows resources with a new capacity to create wealth."

Peter Drucker

IMI is a compact program designed as a path for managers and entrepreneurs of innovation based companies or as a specialization path for managers and entrepreneurs who own or are attending an MBA.

The program addresses the theme of innovation management starting from its fundamental challenge: to be able to conceive and manage the process by pursuing opportunities beyond the resources initially available.

Innovating means transforming the idea into an invention and the invention into a product for a market. In other words, without the creation of economic value, i.e. the ability to solve a problem of someone willing to pay for the solution, there is no innovation.

The fundamental objective of IMI is to teach innovation, using the great amount of scientific and technological skills present in our companies and research institutions, as a basis to create commercial value both within existing companies and by creating new companies able to compete in a new and complex market.

IMI is developed over 10 months and is divided into 9 sessions of 2 days, and one of 3 days for a total of 21 training days, corresponding to 12 ECTS (European Credit Transfer System) training credits.

The training modules

- A - Digital Transformation, Intrapreneurship and social branding for innovators
- B - New Product Development
- C - Design Thinking for Innovation
- D - New Ventures Start-Up and Business Planning
- E - Financing Innovation
- F - Managing Innovation
- G - Open Innovation Strategies
- H - Managing Research Teams and Integrating with the Organization
- I - Intellectual Property Management
- J - Marketing of Innovation and new products

SPECIALIZATION PROGRAMS

Executive MBA in Business Innovation – EMBAIN

The program based in Milan has a strong focus on entrepreneurship and business transformation topics.

To drive growth in an increasingly fast-changing and interconnected world, business leaders must harness their entrepreneurial attitude towards innovation while speaking the language of both management and technology. With this in mind we designed EMBAIN as a part time MBA program focused on creating the skills and the agile mindset necessary to integrate technology and management practices for business transformation.

More than an MBA: touch and practice the transformation

MIB is one of the only three Italian Business Schools to offer MBA programs that are internationally accredited by AMBA. We offer MBA programs since 1988 and, on this solid experience, we built EMBAIN to help managers and entrepreneurs to foster business innovation from the idea to the market.

EMBAIN adopts a hands-on approach that integrates the MBA general management skills with the technology and innovation skills. This integration is reinforced by the creation of real new business start-ups that the participants have to develop along the MBA and are assessed at the end of the program by a committee of faculty and real potential investors. In this way the program will be as impactful as possible on students and society.

The power of the partnership

An ambitious program as EMBAIN is the joint effort of a partnership that welds the rigor of a Business School (MIB), the experience of an authoritative consulting firm (European House Ambrosetti), and the start-up focus of a Venture Capital Advisor (Venture

Factory). Thanks to these partners, EMBAIN faculty includes not only academic scholars, but also top industry experts who bring their vast, practical knowledge into the courses.

Moreover, EMBAIN brings its students inside three centers of excellence in order to experience innovation at the source: McKinsey Digital Competence Center Venice to touch Industry 4.0, Galileo Visionary District Padua, to practice design thinking, and Scuola Superiore S.Anna in Pisa at the frontier of robotics, AI and Open Innovation.

the pedagogic model of EMBAIN pivots around three axes: the longitudinal course of "Entrepreneurial Management", the Business innovation edge concentration and the final start-up project

The Entrepreneurial Management Course:

- is a central element of the EMBA-BI program that links the two streams of the program: the General Management core and the Business Innovation edge. The participants are put in a small team and challenged to develop a real business start-up;
- is designed as a longitudinal growth process that starts at the beginning of the program and ends on the last day of the learning experience, with the discussion of the final impact project in front of the graduation commission composed of mix of professors and real investors;
- provides a powerful context in which to learn and build the knowledge, skills, and attitudes required to succeed as manager in a VUCA environment. The course integrates the tools learned in all the other EMBAIN courses into an overall framework to help entrepreneurs and managers of all types of organizations to become more effective at managing their evolution developing with a bias for action;
- Develops attitudinal orientation, decision-frameworks, and actions that can help managers in all firms to improve the exploitation of value increasing opportunities;
- Aims at three Learning Outcomes:
 - Defining and Developing the Business Model
 - Resourcing the Business Model
 - Operating the Business Model
- Managers in large organizations will benefit just as much as small firm's founders from the hands on experience gained in the course. Examining small companies allows candidates to more fully understand management at a much deeper level. Unlike executives in large, traditional corporations, founders do not inherit a strategy; they must formulate one. Likewise, a startup has no organizational structure or processes; its founder must design them. Finally, startups confront an uncertain environment where they have to find the resource to pursue the opportunities they see. Developing these skills is today the priority for any manager.

The Business innovation edge

Moreover it has 6 mandatory courses worth 2 credits each, developed in collaboration with prominent institutions focused on studying and fostering technology and science based business model innovation that will also host the lectures in their labs:

1. Big data and artificial intelligence for business

- (in collaboration with Scuola Superiore S. Anna di Pisa – Primary innovation University in Italy)
2. Open innovation, platforms and ecosystems business models
(in collaboration with Scuola Superiore S. Anna di Pisa – Primary innovation University in Italy)
 3. Robotics: from logistics to companion
(in collaboration with Scuola Superiore S. Anna di Pisa – Primary innovation University in Italy)
 4. Design Thinking Lab
(in collaboration with Galileo Innovation District – University of Padua)
 5. Lifescience zone: how to develop winning solutions in global markets
(in collaboration with Bio-Medical University Rome)
 6. The agile company 4.0
(in collaboration with McKinsey Digital Capability Center)

The Final Start-Up Project

The main aim of the MBA is to give participants the opportunity to apply the skills gained during the programme in a real business environment and improve their entrepreneurial skills.

At the end of the programme all the participants must be able to demonstrate that they:

- gained the ability apply the theoretical frameworks learned in the MBA to real business cases
- can design, analyse and change a business model
- know how to make a business plan
- can communicate a business idea and defend it in front of an investors panel
- are able to work in team-based projects

For this reasons the final project will be the development of a business plan for a real deep tech start-up working in small student teams with the aim to create new ventures or new business lines within existing enterprises.

The work will be supervised by the Venture Factory consultants team that will mentor students, in order to foster the application of the methodologies acquired during the MBA.



GENERAL

Politecnico Milano is a scientific-technological university which trains engineers, architects and industrial designers. The University has always focused on the quality and innovation of its teaching and research, developing a fruitful relationship with business and productive world by means of experimental research and technological transfer.

Research has always been linked to didactics and it is a priority commitment which has allowed Politecnico Milano to achieve high quality results at an international level as to join the university to the business world. Research constitutes a parallel path to that formed by cooperation and alliances with the industrial system.

Knowing the world in which you are going to work is a vital requirement for training students. By referring back to the needs of the industrial world and public administration, research is facilitated in following new paths and dealing with the need for constant and rapid innovation. The alliance with the industrial world, in many cases favored by Fondazione Politecnico and by consortiums to which Politecnico belong, allows the university to follow the vocation of the territories in which it operates and to be a stimulus for their development.

The challenge which is being met today projects this tradition which is strongly rooted in the territory beyond the borders of the country, in a relationship which is developing first of all at the European level with the objective of contributing to the creation of a single professional training market. Politecnico takes part in several research, sites and training projects collaborating with the most qualified European universities. Politecnico's contribution is increasingly being extended to other countries: from North America to Southeast Asia to Eastern Europe. Today the drive to internationalization sees Politecnico Milano taking part into the European and world network of leading technical universities and it offers several courses beside many which are entirely taught in English (34 Laurea Magistrale programmes, 1 Laurea programme, 19 PhD programmes)

The University has prepared:

- 42,453 enrolled students (a.y. 2018/2019; update: January 2019), of which: 6,541 architects, 4,101 designers, 31,811 engineers
- 5,840 Foreign students enrolled (a.y. 2018/2019; update: January 2019)

Research Projects are:

- 281 projects financed by EU (FP7) (2007-2013)
- projects financed within H2020 (2014-2020): see Research: EU projects Technology Transfer (update: september 2018) includes:
- Spin-offs: 60 companies established and accredited from 2000 to date, among which 52 still active
- 1610 patents and 644 inventions

AWARENESS AND INFORMATION

Entrepreneurship, Innovation and Start-up

The course **in Entrepreneurship, Innovation and start up** is an intensive and specialist course about entrepreneurship and is addresses to CEO, manager, CFO, CIO.

It lasts for three full-time day and allows to access Entrepreneurship Lab in Polihub. The course aims to:

- Transfer emerging approaches and methods from the startup world as for market efficiency and / or technologies
- Acquire the practical knowledge of design tools, evaluation and development of new business models
- Get closer to the world and to the issues of Corporate Entrepreneurship
- Learn the tools to finance high-risk business projects, from venture capital to crowdfunding
- Interact with the culture of Venture Capitalists and Business Angels

The main topics are:

- startup, Corporate and Innovation: scenarios and evolution
- The culture of the Garage
- The numbers of the startup ecosystem: Venture Capital and Business Angels
- Strategy and Startups: the strategic formulation for a startup
- Planning versus Execution: from the Business Plan to the Business Model
- Introduction to basic tools: Lean Startup, Customer Development, Business Model Canvas, Lean Canvas
- Start-up metrics and startup assessment techniques
- The role of incubators / accelerators in the development of corporate startup collaborations
- Intellectual Property
- Venture Capital and Crowdfunding
- Startup and scale-up
- Team and diversity in startup

After this specialist course, the participants can access to entrepreneurship lab experimenting the dynamic interaction with Polihub startups in a customer development path for sustainable and repeatable business model search. The Lab lasts for eight weeks and is the practical application phase of tools and the methodology learned during the course.

SPECIALIZATION COURSE

Master in Entrepreneurship & Startup Development (MESD)

The **Master in Entrepreneurship & Startup Development (MESD)**, offered by MIP Politecnico di Milano in collaboration with PoliHub, is targeted junior candidates aiming to become future entrepreneurs. In mature economies such as the Italian one, entrepreneurship and the foundation of new companies or start-ups are crucial factors that are enabling a country's economic growth. The master is aiming to teach how to design, project and realize business ideas using an approach covering theoretic concepts as well as applied research.

The Master in Entrepreneurship & Startup Development (MESD) is a 12-months full-time programme in official collaboration with PoliHub. The objects of learning are:

- designing business ideas
- creating a successful team of entrepreneurs with skill sets
- drafting a business model and a start-up strategy
- evaluating a business model through an experimental approach such as "lean startup" and "customer development"
- putting a complex business plan into practice, outlining the structural elements through a coherent strategy
- summarizing the first results of the plan and present their start-up to national and international experts such as incubator representatives, accelerator representatives, university representatives, investors.

The training course includes 6 months of classroom lessons plus 6 months of the business plan and, at the end, preparation and presentation of the Work project based on the project carried out.

During the master, a study tour abroad is also planned. The Study tour lasts for a 4-weeks and the participants can be made an international experience within incubators and foreign startup ecosystems.

The submitted and evaluated startup business plan represents the final document of the Master's course, as well as the starting point on which the participants can undertake the incubation period and further development of the startup

At the end of the program the students experience developing their idea of start up at the Polihub

The project work must be drawn up and presented in the form of a complete Startup business plan, the preparation of which includes the integration of the contents and experiences in the Entrepreneurship and Startup Development areas learned in the teaching units illustrated above.

The business plan created must comply with the aims, structure and contents presented and exemplified during the course of the Master. The preparation of the

document by the participants are guided by Tutors who are part of the Master's faculty.

Non-EU students are encouraged to apply at least three months before the start of the program in order to allow enough time for the Declaration of Value (DOV) procedure for Italy and establishment of the student visa.

The process of selection includes:

- online application and upload CV
- a motivational interview in Italian, after screening of candidatures

The master has a cost of €25.000, including a €500 fee for the enrollment to Politecnico di Milano.

Tuition fee contributions are available that may cover up to 50% of the tuition fee given out on a merit-basis.

Advanced Master in innovation and entrepreneurship

The Advanced Master in Innovation and Entrepreneurship is a 12-month International Master program offered by MIP Politecnico di Milano and Solvay Business School, that provides students with the necessary skills for a managerial career in the entrepreneurial world, including leadership and decision-making, market development, sustainable and cost-effective management of innovation – as well as stimulating their personal development.

The program offers a highly specialised qualification with candidates receiving the Specialising Master Degree from MIP Politecnico di Milano and the University certificate from the Solvay Brussels School of Economics & Management of Université Libre de Bruxelles. Discover the course's highlights.

During the first period in MIP, the topics are:

- Entrepreneurial Thinking and Acting
- Leadership and Team Management Design
- Driven Innovation Markets and Technologies of the future
- Social and Sustainable Innovation
- Marketing for Entrepreneurship
- Entrepreneurial Finance
- Project Management

In the second period, the students can be deeper the other themes, for exemple, the Innovation Management, Consulting Skills, Data Analytics, Financial Analysis Strategy and Growth.

Over the course of the program, participants can take part in two major projects:

1. The "New Venture Lab", where they have to act as an entrepreneur to create, test and develop a start-up business model from scratch. During this project, the

students are assisted by our teachers, by the incubator and by local networks of mentors.

2. The "Innovation in Action Lab". During this project-based module, participants are asked to work alone or in small teams and accomplish a real-life consulting project undertaken for existing companies, by selecting and using appropriate concepts, practices and tools from among those learned in the course. Each team is monitored by one Faculty member and works side by side with the company. The project is discussed at the completion of the programme and its accomplishment marks the end of the AMIE programme. During this project, the students are coached by our Faculty members and by our network of business partners and professional consultants to maximise their on-the-job learning experience.

The Master is characterized by:

- a mix of academics, combining professional and theoretical expertise in the domain of innovation and entrepreneurship
- focus on creativity, design and technology strategy through a long-standing tradition of research, teaching and practice at both business schools
- Action-based teaching method
- Access to PoliHub, the Start-Up District and Incubator, a partner institution of Politecnico di Milano, ranked third among the Top Business Incubators in the world at the UBI Awards
- Acquisition of the guidelines to use the potential that is hidden in diversity
- Learning from a network of business partners and professional consultants
Emphasis on making progress in three key areas: knowing, making and being
- Including soft skills for professional development
- Acquisition of the capability to foresee technology and market changes from their inception

The master is **taught entirely in English** and targets **junior profiles** with little (< 3 years) or no work experience. The ideal candidate wants to become an entrepreneur or envisages an entrepreneurial career as a family business manager; or wishes to join the founding team of a startup; or would like to work as an associate in charge of corporate R&D projects or as a consultant to assist companies in the implementation of innovative and creative projects.

The process of selection is composed by:

- Online application and upload CV in English;
- the Motivational Interview in English;

The program costs €16,000. This amount covers the entire length of the program, although it does not include living and travel expenses.

For exceptional applicants to the AMIE program, MIP offers a number of tuition fee contributions based on different parameters, such as merit and needs.

SUPPORT AND ORIENTATION

Polihub

PoliHub sprang from the Business Accelerator's years of experience, founded in 2000, thanks to contributions from important public and private entities, including the City of Milan, which is an active supporter of youth and technological development.

PoliHub operates via Fondazione Politecnico di Milano to identify major sources of public, national and international funding, startup funding and to build specific co- financed applied research projects

PoliHub's mission is to support highly innovative startups with scalable business models to foster cross-fertilization between the academy, the various startups and consolidated companies focused on innovation. PoliHub facilitates the exchange of experiences, knowledge, reciprocal contamination and entrepreneurial networking, making available Politecnico di Milano's enormous store of information and centers of excellence: MIP, PoliDesign and Cefriel; aimed at collaborating with businesses

In entrepreneurship field, PoliHub promotes three activities:

- **Scouting startups**, via autonomous initiatives and partnerships to develop ideas, test them for market viability, form teams, to grow a business plan, to meet potential clients and investors in the international market and turn talent into business.
- **Mentor Club**, whose members have specialized experience and skills to select and validate business ideas. The mentoring program is tailor-made for PoliHub's startups. Every entrepreneurial initiative is supported by one or more expert mentors with experience in the relevant sector, who help accelerate the growth of the individual startups.
- **Advisory**, it is a service offered to PoliHub's startups in order to support them in private and public fund raising. PoliHub operates with the main Italian and foreign Venture Capital funds and Business Angel and important Corporate Venture networks. In addition, PoliHub directly participates in Ban-Up, a holding company created to favor startup financing.

Finally, PoliHub helps consolidated companies with "open" innovation by identifying and selecting startups and supporting the development of new innovative technology companies.

The main "open" innovation support services offered by PoliHub are:

- **Startup Intelligence: a permanent Observatory** that monitors the evolution of the startup ecosystem nationally and internationally, and transfers and shares that information with the Innovation Managers of major Italian companies.
- **Hackathon**: events that bring together experts in relevant fields to face timed concrete technology and business challenges.
- **Startup Scouting & Innovation Consultancy**, it aims to help companies

finding startups that can help them innovate and to facilitate the integration of the startups' services in the business model.

- **Tailored Startups**, identify and model custom startups able to meet companies' specific innovation needs.
- **Corporate VC**: it supports companies in identifying opportunities to invest in high-tech startups.
- **Corporate Spin-off**: it incubates and foster spin-off companies in our highly innovative district, free from possible company conditioning.
- **Call for Ideas**: initiatives aimed at gathering the best innovative ideas in specific fields and providing the entrepreneurs with the cultural and methodological tools necessary to realize worthwhile business ventures.

SAA TORINO



<https://www.saamanagement.it/>

GENERAL

In 1957 the School of Industrial Administration (SAI). was born in Turin, on the intuition of prof. Federico Maria Paces and with the support of the main economic entrepreneurial realities of Turin, realizing the first examples of strategic collaboration between the academic and business worlds in management education. In December 1974, the SAI changed its name to the School of Business Administration (SAA) of the University of Turin.

The Italian Business School aims to be an integral part of the university system, to issue legally recognized diplomas, to operate in the city symbol of Italian industrial culture and to introduce learning paths tailored made to the real needs of the business world.

The Structure, integrated with the University of Turin, has carried out interdisciplinary projects whose object is management in its various forms: it has been and is the link between the world of research, high education and the business companies.

In January 2013, SAA S.c.ar.l., capitalizing on experience, knowledge and relations with the economic fabric, aims to:

- Continue and intensify the collaboration with the universities in the development of high-level and multi-sectorial managerial training courses,
- offer training projects that combine solid experience in managerial training with the real needs of customers.

SAA manages, in agreement with the University of Turin, some courses characterized by high teaching intensity.

In particular:

- Bachelor's degree in Information and Business Communication Management delivered in Italian.
- Bachelor's degree in Business Management delivered in English.
- Master of Science in Business Administration delivered in English.
- Bachelor's degree in Business Administration entirely delivered On Line and in Italian.
- Executive Master in Business Administration (EMBA) delivered in Italian.

SPECIALIZATION COURSE

The Executive Master in Entrepreneurship & Leadership

The Executive Master in Entrepreneurship & Leadership is activated by the SAA (School of Management) in collaboration with SUPSI (University School of

Italian Switzerland) and APID and is managed by COREP. The Master is aimed at entrepreneurs who want to improve their managerial skills, with a particular focus on business strategies, innovative development and leadership.

The Master takes place in Turin and a weekend in Manno-Lugano (Switzerland). The course leads to the release of two titles, Master Executive issued by the SAA and Certificate of Advanced Studies issued by SUPSI (10 university formative credits).

The Executive Master in Entrepreneurship & Leadership APID aims to enrich the experience of entrepreneurs with training on innovative topics.

The Master aims to pursue goals such as:

- Training specific skills on innovation and business strategy issues;
- Strengthening marketing and communication skills also towards international and emerging markets;
- To open new visions and growth objectives;
- Developing their own potential and that of their organizations, keeping pace with rapid change and refining the ability to seize new opportunities for innovation;
- Leveraging on one's awareness in identifying a unique and high-performance leadership model, focused on the growth of individuals;
- Valuing one's own professionalism through the acquisition of an Executive Master recognized by the European Academic System through the assignment of ECTS Credits.

The maximum number of participants is 30 registered, while the minimum number required for the activation of the master is 15 enrolled

The selection is based on the documentation presented (Curriculum Vitae and registration form) and a motivational interview where the knowledge of business English is tested.

The Executive Master is divided into six weekends, has a total duration of 120 hours and corresponds to 10 ECTS credits (European Credit Transfer System).

The Master is divided into:

- 5 weekends at SAA - School of Management, on Thursday and Friday from 18.00 to 21.00 (sometimes 21.30), Saturday from 9.00 to 13.00 and from 14.00 to 18.00.
- 1 weekend at SUPSI (Manno-Switzerland), on Friday and Saturday from 9.30am-1.00pm, 2.00pm-5.30pm

The delivering of Master is in Italian.

Master in Food and Beverage Sustainable Entrepreneurship

The Master in Food and Beverage Sustainable Entrepreneurship is a postgraduate degree for students and offers them the business tools and the knowledge for succeeding as Sustainable Entrepreneurs and/or Business Models developers and innovators in the Food and Beverage industry.

The focus is put on sustainability in an international perspective by developing theoretical and critical thinking as well as practical applications.

The ultimate goal is to achieve a change in the mind-set towards the creation of an entrepreneurial attitude, which works both in newly set up companies and in established ones and allows future entrepreneurs to deal with complexity through sustainable processes and practices in the Food and Beverage context.

The Sustainable Entrepreneurs gain high-quality knowledge and develop the skills to innovate and turn ideas into successful and long-term sustainable businesses and/or contribute to existing enterprises in the creation of new business models. Classes take place in three European Universities: SAA School of Management (Turin, IT); Abat Oliba CEU (Barcelona, Spain); London South Bank University (London, UK), with the aim of bringing together valuable teaching backgrounds, companies' best practices and an understanding of the local F&B culture through a unique on-field experience.

During the three semesters (full time from 9am to 1 pm, 5 days a week) the MFBSE provides high-quality knowledge and develops skills around local gastronomic culture, conceptual characterizations of sustainability and its applications on products, processes and practices, business and management, entrepreneurship as change of business mindset, start-ups creation, communication and intercultural management

During the first semester in SAA School of Management (Turin), the main themes are.

1. Food and Beverage culture and industry
2. Business Strategy and Project Management in the Food and Beverage sector
3. Accounting and Reporting In the second semester, base in Abat Oliba CEU (Barcelona), the program includes:
 1. Supply Chain Management in F&B
 2. Social Entre & Intrapreneurship in Food and Beverage
 3. Family Business
 4. Marketing and Communication in Food and Beverage

During third semester, in London South Bank University (London), the courses are:

1. Creativity Enterprise and Innovation
2. Curiosity, Creativity and Research
3. International Marketing
4. International Strategic Management and Innovation

The delivering language is English.

SDA BOCCONI- SCHOOL OF MANAGEMENT



<https://www.sdabocconi.it/it/home>

GENERAL

Established in 1971, SDA Bocconi School of Management is an international business school in Italy. The master, the open & custom programs and the practice-oriented research aim to change and improve people and organizations. At the same time, the scientific research creates cutting-edge knowledge to help leaders face the toughest challenges in an increasingly global and changing market.

SDA Bocconi has created a network of managers and leaders around the world to share their competencies and skills, to nurture their creative thinking and foster innovation, to create a dynamic and global community, and to give an extra opportunity to their professional and personal future.

SDA Bocconi is built on the entrepreneurial spirit, academic excellence and long-lasting tradition of Bocconi University, on the excellence of its broad portfolio of programs and research. Moreover, the School is able to meet the market needs, through a unique mix of practice-oriented approach and scientific research.

SDA Bocconi's portfolio includes:

MBA programs:

- The Full-Time MBA,
 - The Executive MBA (EMBA), in Modular (Milan) or Weekend (Milan and Rome) format, to enhance managerial competences without stopping work and managing time efficiently with in-class lessons and distance learning;
 - The Global Executive MBA (GEMBA), developed in partnership with the Rotman School of Management from the University of Toronto, which offers the opportunity to attend some modules at partner institutions in Europe, Asia and America.
- **Specialized Master programs** such as public administration, finance and economy, health care, entrepreneurship, real estate, non-profit, marketing, human resources, fashion and design, food and beverage, and arts management.
- **Doctoral Program** Business Administration and the program career development.

AWARENESS AND INFORMATION

The Master in Strategy and Entrepreneurship (MISA)

The Master in Strategy and Entrepreneurship (MISA) is a one-year program designed to prepare students or young people for a career as entrepreneurs or senior managers in a variety of business sectors.

The master is open to participants with University Degree (in any subject), previous industry experience, fluency in Italian and English, Computer literacy, GMAT or

GRE certificate (Preferable but not mandatory), TOEFL or IELTS certificate (Preferable but not mandatory)

The program focuses on the following skills and values:

- Team Work and Leadership
- Strategic Thinking and Problem Solving
- Project and Process Management
- Entrepreneurial Mindset and Creativity
- Diversity and Internationalization
- Ethics and Integrity

The training structure consists of:

- **Professional fitness Club:** workshops and active learning to enhance professional competence and skills,
- **Coaching to professional and personal development** during the Master
- **Project work** (individual or in team) lasted for 3-6 months.

The students can carry out it in three modes: Stage in a company, talent incubator, advisory activities with tutor's support, and entrepreneurial incubator to develop a business idea.

The Master includes a foreign week in an international campus in order to meet international entrepreneurs.

The delivering of program is in Italian language.

SUPPORT AND ORIENTATION

E-club

E-club is the association of student-entrepreneurs at Bocconi. The mission is the creation of a mutual support environment in which young entrepreneurs can develop their projects and improve their skills.

The association aims to spread entrepreneurial culture and create opportunities by empowering students and connecting talents in multiple universities both locally and internationally. The members have a strong interest in entrepreneurship, working for a startup, developing a project, constantly learning skills or being involved in the family business.

E-club supports different activities and events to incentive the network in the local ecosystem and to encourage the members proposing projects, attending events and building lasting relationships with other students.

#STARTUP DAY

The Bocconi Start-Up Day Marketplace (hereinafter Marketplace) is an opportunity offered to students, Faculty, and alumni from Bocconi University, SDA Bocconi School of Management, and SDA Bocconi Asia Center who intend to develop their business idea and are in a design or launch stage of their startup. Additionally, that opportunity is offered to startups part of the Speed MI Up incubator, or participant in the Start-Up training by ICRIOS. Reserved in the past only for Bocconi University students, Faculty and alumni, the fourth edition of Bocconi StartupDay is open to students, Faculty and alumni of the Politecnico di Milano and startups incubated by PoliHub.

The startup projects considered as effective and with potential by a Commission made up of university faculty members and industry experts are invited to participate in the Bocconi Start-Up Day and have the opportunity to meet venture capitalists, business angels, private equity representatives and present their business project to help the selected teams develop their business idea in view of a meeting with potential investors, promoters of all eligible projects are allowed to participate in an ad hoc training program including: webinars and networking seminars held by Bocconi University Faculty members, venture capital experts, entrepreneurs and managers the online Speed MI Up video course for drafting a business plan as well as the online course of Private Equity and Venture Capital of Bocconi University held in the form of a MOOC.

PRACTICE ON ENTREPRENEURSHIP EDUCATION IN ITALY

	TARGET	INNOVATIVE TEACHING METHODS	ORGANIZATIONAL UNIT	BENEFIT
AWARENESS AND INFORMATION	Students	Entrepreneurs	Internal unit of Business School	Attraction for students and extension of training offer Networking and contact with company and professionals
	Graduate students	Study tour to visit the major Italian and foreign Business realities		
SPECIALIZATION COURSE	Professionals	Project work and stage involving companies and students Support of coaches and mentors during training path	Internal unit of Business School	Networking and contact with company and professionals Attraction for professionals Organization of workshop and events with companies More visibility of Business School
	Graduate students		Cooperation between Business Schools (Italian/foreign) or between Company or territorial and national institutions	
SUPPORT AND ORIENTATION	Students	Support of professionals to develop business ideas	Internal or external unit of Business School	Networking and contact with company and professionals Creation and support of new business
	Graduate students			
	Professionals	Initiatives for access funding funds	Associations of professionals, trainers or alumni with Business School	Contribution of territorial development
	Entrepreneurs		Cooperation between two Business Schools (Italian/foreign) or between Company or territorial and national institutions	Collaboration with territorial and national institutions More visibility of Business School

CONCLUSION

The research confirms the effectiveness of the methodologic approach based on the 3 categories of entrepreneurship initiatives; the design research appears to be suitable also for Italian entrepreneurship education.

We can convey that entrepreneurship is a rather present topic in Italian education and, in general, during the master of science, the specialized courses of entrepreneurship are present with generic notions and technical knowledge.

Moreover, it can be observed how entrepreneurship is perceived as a personal attitude of the participants, in fact, the programs focus on strengthening technical skills or specialized knowledge.

Another trend is the presence of start-up incubators in Italian institutions, which are a real support to the participants' business idea.

In relation to specialization courses, the project idea becomes very relevant and the participants are supported by consultants and mentors during the development and creation of the start-up.

Regarding **entrepreneurship awareness and information**, the target is very broad and the selection process of the participants is simpler than in the specialization course. The courses are mainly aimed at students, and the organizational unit is internal to the Business School.

During the selection process, the participants do not have to define their business project, but mainly their technical skills and their general CV will be evaluated.

In this initiative, short courses are included, such as summer programs entrepreneurship -focused, study tours in national and international business organizations, and also MBA or EMBA with particular focus on entrepreneurship.

The training methods include classroom sessions, workshops, lectures, case studies and testimonials of entrepreneurs.

We can underline how the Business Schools benefit from creating more attraction for students and extending its training offer. The entrepreneurship education, in general, offers the opportunity to make networking and sharing knowledge with companies and professionals.

In relations to **specialization courses**, the programs include specialized and intensive sessions about the entrepreneurship education, and, in the final step, training paths are offered to the participants for the development or the environment of their business project in an institutional accelerator.

During the selection process, the participants deal with a complex selection consisting different steps. The selection usually includes: cv screening, a motivational interview, business idea presentation.

The training methods consist of in- classroom sessions, workshops, work projects, study case, collaborations with companies, study tours and learning on site learning approaches. The participants are usually supported by coaches or mentors during the training course. Moreover, the course often aims to increase soft skills and the creativity of the participants.

The organizational unit is often created in collaboration with Business Schools (Italian/foreign) or between Companies or local and national Institutions.

The target of specialization course includes professionals, students and entrepreneurs, so, the Business Schools will gain notoriety among professionals and increase their visibility towards the companies and the other stakeholders.

With respect towards **orientation and support initiatives**, the initiative and the projects are multiple and have substantial differences in goals, services, activities and methods. In general, the courses provide professionals supported to students' business ideas and to initiatives for access funding resources.

The organizational unit can be formed by Associations of professionals, trainers or alumni with Business School or by cooperation between two Business Schools (Italian/foreign) or between Company or territorial and national institutions.

Italian Business Schools show their commitment to entrepreneurial fields, by encouraging and supporting the development and the empowerment of the entrepreneurs and interesting business ideas. In fact, the Business Schools can benefit from creating and supporting the new businesses and can contribute the territorial development.

We can expect that entrepreneurship education to be stable at that time; in general, the awareness and information category presents a diffusion and regular distribution in the education field, like the support and orientation activities, instead of the dissemination of specialization course becomes secondary, because it is foreseen that the category will grow only moderately in entrepreneurship education.

The entrepreneurship education gives the opportunity to increase the students chance to be employable, and to develop the relationships and the networking of Business Schools' both formative and productive thread.

Also, the entrepreneurship topic allows to create the connections between Business Schools and the local systems, reducing training distances.

The theme of venture capitalism is linked to start-ups but appears still weak, and the primary source of financing always remains in the public sector.

In general, the Italian Business Schools are the principal actors for dissemination of entrepreneurial culture and for the connection between entrepreneurs and companies; in entrepreneurial fields the training path and the promotion of entrepreneurial activity are so important to uphold the entrepreneurs and the innovative business ideas.

The entrepreneurship represents the real and concrete opportunity for the students, participants and for society to raise innovative activities and services.

Increasing the entrepreneurial mindset is essential to sustain development, foster innovation and address growing social and environmental challenges.

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