



Università
Ca' Foscari
Venezia
Presidio della Qualità
di Ateneo

Relazione annuale di monitoraggio delle attività di Ricerca e di Terza Missione Dipartimento di Management

Anno di riferimento: 2020¹

¹ Per supportare le analisi di autovalutazione del Dipartimento, il format include dati sulle attività di Ricerca e di Terza Missione riferiti al triennio 2018-2020

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PARTE I: Obiettivi della Ricerca

Sezione A – Definizione degli obiettivi della Ricerca e degli indicatori utilizzati per il loro monitoraggio

Linee guida per la compilazione

In questa sezione il Dipartimento descrive i settori di ricerca nei quali opera e gli obiettivi di ricerca pluriennali, in linea con il piano strategico di Ateneo; fornisce, inoltre, obiettivi misurabili da raggiungere l'anno successivo, tenendo conto nella formulazione di criticità e punti di miglioramento. È opportuno fare riferimento a, o riportare, estratti di documenti strategici/programmatici del dipartimento.

NOTA: questa sezione è precompilata con quanto già inserito dal Dipartimento nell'ultima relazione di monitoraggio presentata, con l'indicazione, ove ritenuto opportuno, di aggiornare i contenuti.

Research carried out by the DMAN members involves several subject areas. The most relevant research subject areas refer to strategic management of innovation, organization of networks, entrepreneurship, quantitative methods for management, environmental and financial sustainability of firms, management of cultural productions, transformations and mobility of automotive industry, internationalization of firms, behavioral finance, relationships between banks and firms, leadership, organizational behavior, and behavioral competencies.

The DMAN's research laboratories and centers develop their research activities through a strong interaction with firms, private and public institutions, and practitioners. Inputs received from the world of practice stimulate both basic research and applied research in various forms (such as action research). Laboratories have developed several research projects entirely or partially funded by firms, private and public institutions, and professionals.

Although the DMAN has achieved remarkable results with reference to firms, private and public institutions and other sponsors like the Veneto region, further steps in research quality need to be taken. In particular, the research quality needs to be increased in terms of publications on journals included in QS and ISI WoS, as well as participation to national and international research projects.

To this extent, the purpose of DMAN is to lead the quality of research to a standing comparable with other Departments of similar dimensions and resources operating at international level. Further, according to the strategic objectives of the University and the DMAN development plan (<https://www.unive.it/pag/29348/>), the DMAN aims:

1. to reinforce and increase the research quality and scientific production of DMAN members;
2. to enhance the ability to access external research funds;

3. to strength the research capability through the increase of research grants, with the purpose also to attract foreign scholars;
4. to enforce the new basic and applied research area, consistently with the mission of the territory and the objectives of Industry 4.0;
5. to achieve the EPAS-EQUIS accreditation.

As regards the first objective, given the disciplinary heterogeneity of its members' research interests, the DMAN is involved in an active debate on evaluation issues and research promotion. The objective of improving the level of scientific production together with the placement on national and international research rankings is a priority shared by the DMAN members. Therefore, the DMAN has decided to develop and reinforce a set of research evaluation and promotion tools. This strategy is articulated in the following actions:

- to promote the publications' quality through evaluation and incentive tools, as well as to direct the divulgation of scientific production through ISI and SCOPUS indexed journals;
- to apply guidelines for DMAN members' recruitment;
- to share knowledge and scientific production through seminars and publication in the DMAN Working Paper Series;
- to give mentions and awards for research excellence;
- to fund the participation to high quality conferences ('funds for conference fees');
- to fund the submission fee to journals included in the ABS-DMAN list².

In order to achieve the second objective, the DMAN promotes the reduction of the teaching activity for principal investigators of European research projects. Furthermore, within the framework of the Project of Excellence, the DMAN assigns an award for fund-raising to increase the resources on competitive calls by 30% over 2018-2022.

The third objective deals with the development of a new generation of academics with an international standing, which is seen as a strategic attempt for the DMAN future growth. Accordingly, the DMAN has regulated its research grants with the purpose:

- to apply a virtuous system for allocating resources to the scientific disciplinary areas;
- to evaluate ex post the activities of research grants' fellows in a transparent and rigorous manner.

The fourth objective refers to the enforcement of the Analytical Intelligence for Management, which is a new research subject area at DMAN. This research subject area is focused on the between management studies and big data and data analytics, two hot topics both for practitioners and academics.

Finally, the fifth objective is the ambitious aim of DMAN to apply for the EFMD accreditation for international business schools (EQUIS accreditation). In 2018, the DMAN has achieved the full membership to EFMD. The EQUIS process is articulated into several milestones, and DMAN has successfully passed the first one (Briefing Visit) on 15 October 2019. At the very end of 2019 an advisor was appointed by EFMD to support and give guidance to DMAN in the next step to be achieved, the eligibility status. During 2020 the activities related to

² A limited number of highly relevant interdisciplinary journals are included in the ABS Academic Journal Guide 2018 (ABS list). These journals reflect the research interests of the DMAN members, and they are not included in the ABS list. The DMAN members proposed the inclusion of these additional journals, which were evaluated by both the DMAN Research Committee and the DMAN Recruitment Committee. The new list is called 'ABS-DMAN list'.

the accreditation process had suffered from a forced slowdown due to the Covid-19 pandemic, although DMAN took the opportunity to make an internal thorough analysis on some aspects the advisor indicated as in need to be address by our DMAN.

PARTE II: Risorse umane e prodotti della Ricerca

Sezione A – Risorse umane

Sottosezione A.1 – Personale della Ricerca

DOCENTI

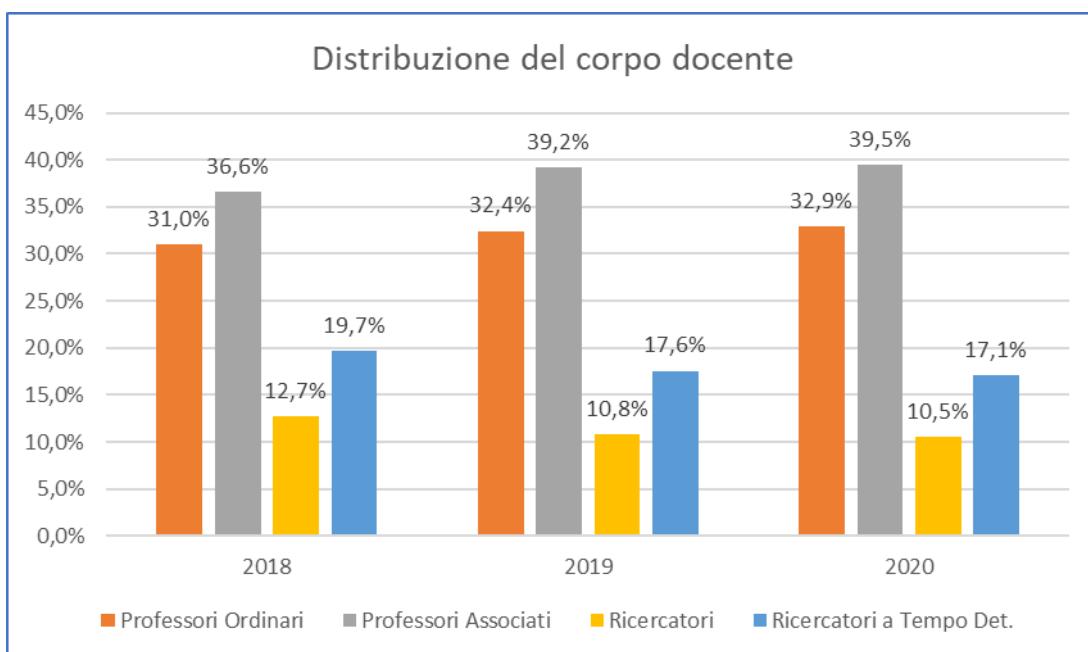
RUOLO	2018	2019	2020
Professori Ordinari	22	24	25
Professori Associati	26	29	30
Ricercatori	9	8	8
Ricercatori a Tempo Det.	14	13	13
TOTALE	71	74	76

Rilevati al 31 dicembre di ogni anno

ASSEGNIsti DI RICERCA E DOTTORANDI

RUOLO	2018	2019	2020
Assegnisti	31	29	28
Dottorandi	6	5	4

*Sulla base dell'anno di attivazione
dell'assegno/di avvio del ciclo di dottorato*



DOCENTI – DISTRIBUZIONE PER AREA CUN E SSD

ARE CUN	SSD	2018	2019	2020
01 - Scienze matematiche e informatiche	MAT/09 - Ricerca Operativa	3	3	3
07 - Scienze agrarie e veterinarie	AGR/01 - Economia ed Estimo Rurale	1	1	1
12 - Scienze giuridiche	IUS/07 - Diritto del Lavoro	2	2	2
	IUS/12 - Diritto Tributario	4	4	4
13 - Scienze economiche e statistiche	SECS-P/07 - Economia Aziendale	1	1	-
	SECS-P/08 - Economia e Gestione delle Imprese	19	19	20
	SECS-P/09 - Finanza Aziendale	20	22	22
	SECS-P/10 - Organizzazione Aziendale	5	5	5
	SECS-P/11 - Economia degli Intermediari Finanziari	4	4	4
	SECS-P/12 - Storia Economica	4	4	4
	SECS-S/01 - Statistica	2	2	3
	SECS-S/03 - Statistica Economica	1	1	1
	SECS-S/06 - Metodi mat. dell'economia e Scienze Attuariali e Finanziarie	1	1	2
	SECS-P/07 - Economia Aziendale	4	5	5
	TOTALE	71	74	76

Sezione B – Produzione scientifica (2018-2020)

Sottosezione B.1 – Prodotti della Ricerca

PRODUZIONE SCIENTIFICA COMPLESSIVA³

TIPOLOGIE ARCA	2018	2019	2020	TOTALE
Libri	12	10	13	35
Articoli in rivista	88	84	111	283
Articoli in volume	128	70	56	254
Proceedings	12	17	9	38
Curatele	15	9	9	33
Software e Banche dati	0	0	0	0
Altro	14	6	4	24
TOTALE	269	196	202	667

INDICATORI GENERALI

	2018	2019	2020	TOTALE
Pubblicazioni censite in Scopus ⁴	56	68	93	217
Articoli in riviste ANVUR di “Fascia A” ⁵	43	49	48	140
Pubblicazioni in lingua diversa dall’italiano	98	85	104	287
Pubblicazioni in inglese	98	83	100	281

³ Fonte: [Catalogo di Ateneo ARCA](#). Le pubblicazioni sono state conteggiate solo se provviste di codice ISBN/ISSN. Nel conteggio dei proceedings sono stati esclusi i poster e gli abstract. Rilevazione effettuata il: 29.09.2021

⁴ Fonte: **Scopus**, “all document type”.

⁵ Fonte: **ARCA**. Le pubblicazioni in inglese e in lingua straniera diversa dall’inglese vengono estratte da ARCA, nei casi in cui il campo relativo alla lingua sia stato valorizzato. Il Dipartimento può decidere di considerare questo dato, in base alle specificità della propria ricerca e del grado di internazionalizzazione della produzione scientifica nei settori scientifici dei docenti afferenti.

NUMBER OF PUBLICATIONS IN ABS-DMAN LIST⁶

ABS-DMAN category	2018	2019	2020	TOTAL
1	3	12	8	23
2	18	12	18	48
3	11	16	17	44
4	7	5	15	27
4*	2	1	1	4
TOTAL	41	46	59	146

INTERNATIONAL CO-AUTHORED PUBLICATIONS

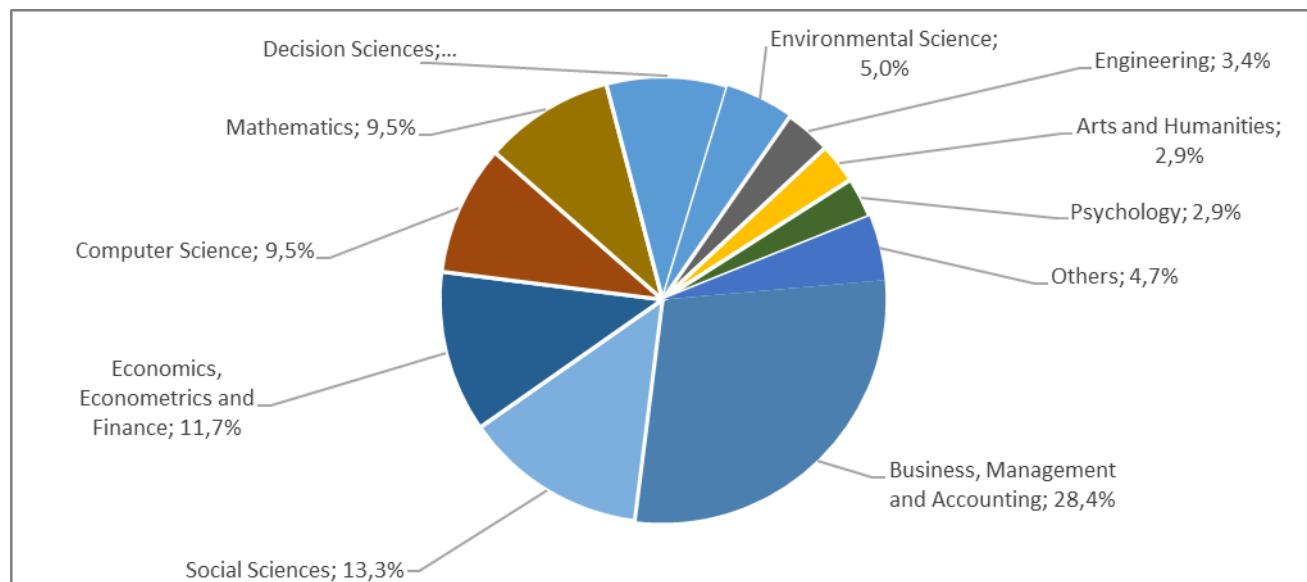
	2018	2019	2020	TOTAL
Books	1	1	0	2
Research articles	40	44	60	144
Chapters of books	11	13	12	36
Conference proceedings	17	14	5	36
'Curatele'	2	3	8	13
TOTAL	71	75	85	231

⁶ A limited number of highly relevant interdisciplinary journals are included in the ABS Academic Journal Guide 2018 (ABS list). These journals reflect the research interests of the DMAN members, and they are not included in the ABS list. The DMAN members proposed the inclusion of these additional journals, which were evaluated by both the DMAN Research Committee and the DMAN Recruitment Committee. The new list is called 'ABS-DMAN list'.

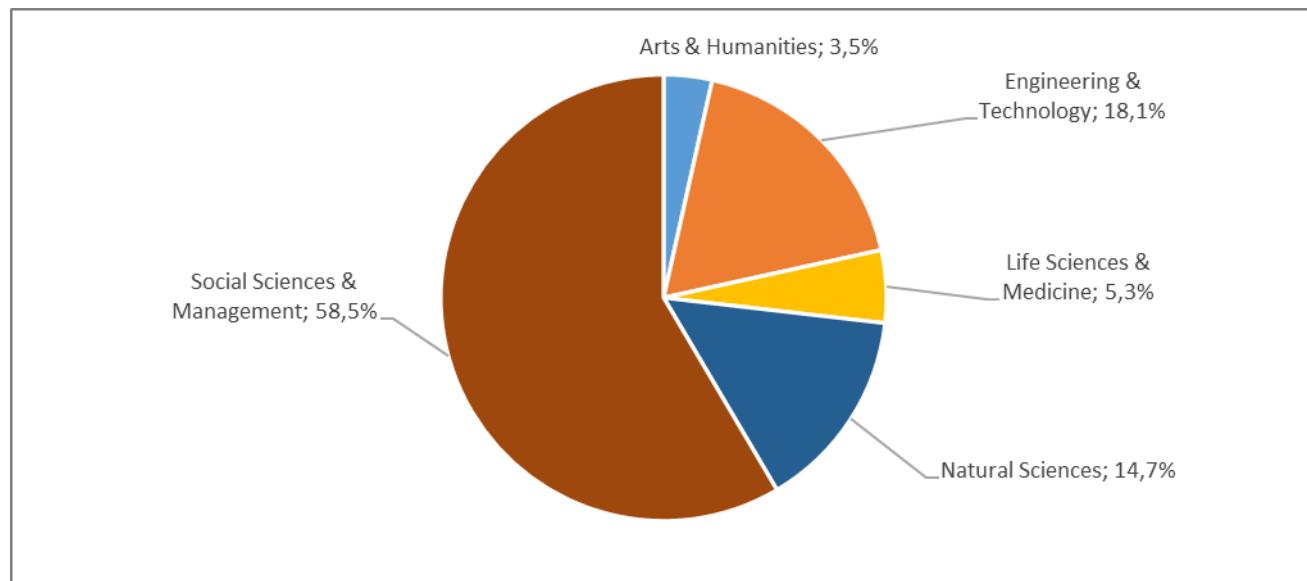
Sottosezione B.2 – Produzione scientifica complessiva per “Subject Area” e “Collaboration” di SciVal

SciVal – modulo “Overview”: All document type. Affiliazioni rilevate al 31.12.2020

Distribuzione delle Subject Category ASJC – triennio 2018-2020

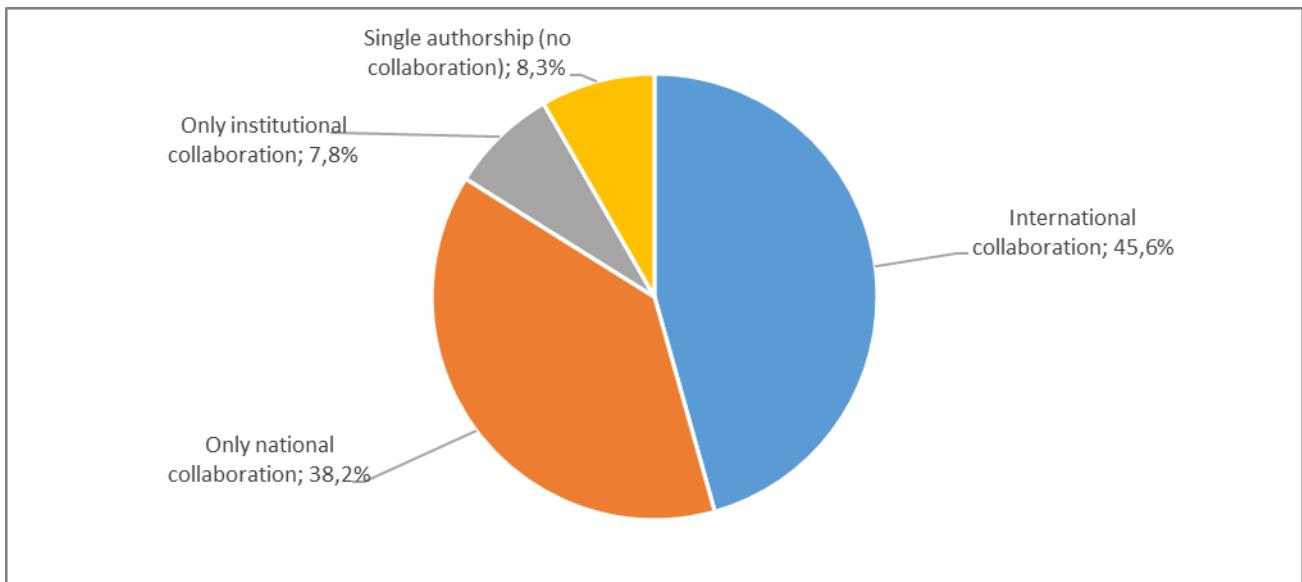


Distribuzione delle Subject Category QS – triennio 2018-2020



Produzione scientifica classificata sulla base del tipo di collaborazione

Tipologia di collaborazione	%	Prodotti 2018-2020	Totale citazioni	Citazioni per pubblicazione	Field-Weighted Citation Impact
Internazionale	45.6%	99	1004	10.1	2.37
Nazionale	38.2%	83	414	5.0	1.14
Di Ateneo	7.8%	17	27	1.6	1.02
Autore singolo	8.3%	18	16	0.9	0.85



Sottosezione B.3 – Bibliometric analysis by Faculty role

SciVal – modulo “Benchmarking”: Articles; Books; Book chapters; Conference papers; Reviews

Affiliazioni rilevate al 31.12.2020

Pubblicazioni del triennio 2018-2020

Docenti	Totale	Presenti in Scopus	Numero di pubbl. In Scopus	Numero di citazioni	Media citazioni per pubbl.	FWCI (2016-2018)	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Professori Ordinari	25	21	65	625	9.60	2.23	21.50	57.40	48.10	48.10
Professori Associati	30	29	109	761	7.00	1.81	22.90	45.00	36.70	34.20
Ricercatori	8	6	25	129	5.20	1.27	16.00	58.30	50.00	66.70
Ricercatori a tempo det.	13	13	37	198	5.40	1.02	8.10	30.80	34.60	23.10
TOTALE	76	69	203	1431	7.00	1.64	17.20	45.30	38.80	36.70

Affiliazioni rilevate al 31.12.2020

Pubblicazioni del 2020

Docenti	Totale	Presenti in Scopus	Numero di pubbl. In Scopus	Numero di citazioni	Media citazioni per pubbl.	FWCI	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Professori Ordinari	25	21	30	129	4.30	2.28	23.30	57.70	46.20	46.20
Professori Associati	30	29	57	205	3.60	1.66	21.10	51.20	41.50	39.00
Ricercatori	8	6	9	41	4.60	1.87	33.30	66.70	50.00	83.30
Ricercatori a tempo det.	13	13	11	21	1.90	0.63	9.10	37.50	50.00	25.00
TOTALE	76	69	88	301	3.40	1.55	19.30	50.00	40.90	39.40

Affiliazioni rilevate al 31.12.2019

Pubblicazioni del 2019

Docenti	Totale	Presenti in Scopus	Numero di pubbl. In Scopus	Numero di citazioni	Media citazioni per pubbl.	FWCI	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Professori Ordinari	24	20	18	67	3.70	0.70	11.10	50.00	33.30	33.30
Professori Associati	29	28	32	256	8.00	1.93	21.90	41.70	37.50	37.50
Ricercatori	8	6	9	59	6.60	1.17	11.10	25.00	25.00	25.00
Ricercatori a tempo det.	13	13	8	36	4.50	0.90	0.00	28.60	33.30	16.70
TOTALE	74	67	60	361	6.00	1.35	13.30	40.50	36.60	36.60

Affiliazioni rilevate al 31.12.2018

Pubblicazioni del 2018

Docenti	Totale	Presenti in Scopus	Numero di pubbl. In Scopus	Numero di citazioni	Media citazioni per pubbl.	FWCI	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Professori Ordinari	22	19	11	382	34.70	5.19	45.50	70.00	70.00	70.00
Professori Associati	26	24	26	347	13.30	2.19	23.10	38.10	38.10	33.30
Ricercatori	9	7	7	29	4.10	0.64	0.00	100.00	100.00	100.00
Ricercatori a tempo det.	14	14	11	62	5.60	1.11	9.10	60.00	60.00	40.00
TOTALE	71	64	47	688	14.60	2.41	19.10	48.50	48.50	42.40

Sottosezione B.4 – Produzione scientifica dei docenti neo-assunti o promossi nel triennio 2018-2020

RICERCATORI NEO-ASSUNTI

RUOLO DI INGRESSO A CA' FOSCARI	Numero	Prodotti in ARCA ⁷	Prodotti indicizzati in Scopus ⁸	Articoli in riviste ANVUR di Fascia A
Professori Ordinari	1	12	2	5
Professori Associati	3	76	49	28
Ricercatori a tempo det.	12	128	35	35

RICERCATORI PROMOSSI

RUOLO ACQUISITO	Numero	Prodotti in ARCA	Prodotti indicizzati in Scopus ⁹	Articoli in riviste ANVUR di Fascia A
Professori Ordinari	5	45	11	11
Professori Associati	9	110	41	21
Ricercatori a tempo det./Type B	2	24	5	2

⁷ Fonte: [Catalogo di Ateneo ARCA](#). Le pubblicazioni sono state conteggiate solo se provviste di codice ISBN/ISSN. Nel conteggio dei proceedings sono stati esclusi i poster e gli abstract. Rilevazione effettuata il: 29.09.2021

⁸ Fonte: [Scopus](#).

⁹ Fonte: [Scopus](#).

RICERCATORI NEO-ASSUNTI E PROMOSSI – ANALISI BIBLIOMETRICA

SciVal – modulo “Benchmarking”: Articles; Books; Book chapters; Conference papers; Reviews

[N.B.: la sezione verrà attivata per i dipartimenti che includono aree bibliometriche]

Ricercatori neo-assunti nel triennio 2018-2020

Pubblicazioni del triennio 2018-2020

Docenti	Totale	Presenti in Scopus	Numero di pubbl. In Scopus	Numero di citazioni	Media citazioni per pubbl.	FWCI (2016-2018)	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Professori Ordinari	1	1	2	8	4.00	0.66	0.00	50.00	50.00	50.00
Professori Associati	3	3	49	463	9.40	2.99	30.60	53.50	41.90	46.50
Ricercatori a tempo det.	12	12	35	195	5.60	1.02	8.60	30.80	34.60	23.10
TOTALE	16	16	86	666	7.70	2.14	20.90	45.10	39.40	38.00

Ricercatori promossi nel triennio 2018-2020

Pubblicazioni del triennio 2018-2020

Docenti	Totale	Presenti in Scopus	Numero di pubbl. In Scopus	Numero di citazioni	Media citazioni per pubbl.	FWCI (2016-2018)	Top 10 citation percentile (%)	Top 10 CiteScore (%)	Top 10 SJR (%)	Top 10 Snip (%)
Professori Ordinari	5	4	11	64	5.80	1.42	9.10	44.40	33.30	33.30
Professori Associati	9	9	41	197	4.80	1.23	12.20	51.90	57.70	38.50
Ricercatori a tempo det. “Tipo B”	2	2	5	22	4.40	1.33	20.00	33.30	33.30	33.30
TOTALE	16	15	54	270	5.00	1.27	11.10	50.00	51.40	37.10

Sottosezione B.5 - Ricercatori inattivi¹⁰

RICERCATORI PRIVI DI PUBBLICAZIONI NEL TRIENNIO 2018-2020

Professori Ordinari	Professori Associati	Ricercatori	Ricercatori a tempo det.
0	0	0	0

RICERCATORI PRIVI DI PUBBLICAZIONI NEO-ASSUNTI/PROMOSSI NEL TRIENNIO 2018-2020

Professori Ordinari	Professori Associati	Ricercatori	Ricercatori a tempo det.
0	0	0	0

COMMENTI RELATIVI AD EVENTUALI CRITICITÀ EMERSE NELLA SEZIONE B

¹⁰ Ricercatori che non hanno all'attivo pubblicazioni edite nel triennio 2018-2020 (fonte: Catalogo ARCA)

PARTE III: Risorse, incentivi e azioni

Nelle sezioni e nei quadri della Parte III il Dipartimento specifica quante risorse proprie sono state dedicate alla ricerca, con quali criteri sono state distribuite, che risultati sono stati ottenuti nell'anno di riferimento della relazione.

Sezione A – Fondi dipartimentali per la ricerca scientifica

Linee guida per la compilazione

Indicare come sono distribuite le risorse dipartimentali per la ricerca (ad esempio mettendo un link al regolamento ADIR), quali sono stati i risultati delle assegnazioni e i criteri di valutazione degli stessi nell'anno di riferimento della relazione.

The DMAN research funding program is divided into different actions and incentives (Table 1). Since 2018, the funds of the Project of Excellence have been added to the DMAN resources (Table 2).

Within the University regulatory framework, the DMAN has adopted a regulation for the allocation of research funding (https://www.unive.it/pag/fileadmin/user_upload/dipartimenti/management/documenti/ricerca/Reg_DMAN_2018_in_vigore_dal_24_luglio.pdf). The evaluation criteria recognize the importance for the DMAN members to publish in English, to be visible on major international repositories, and to submit their scientific production through qualified peer review processes.

Year	Budget	ADIR	Research grants - Type A	Seminars	Research awards	Conference FEE	Proof-reading
2020	179,000	90,000	78,000	8,000	0	1,500	1,500
2019	182,000	90,000	78,000	8,000	3,000	1,500	1,500
2018	182,400	90,000	78,000	8,000	3,000	1,500	1,900

Year	Budget derived from Project of Excellence	Research grants	Incentives for high quality research	Incentives for fund raising
2020	170,000	60,000	70,000	40,000
2019	170,000	60,000	70,000	40,000
2018	170,000	60,000	70,000	40,000

Sezione B – Fondi dipartimentali destinati ad assegni e borse di ricerca

Linee guida per la compilazione

Indicare eventuali regolamenti/criteri dipartimentali di assegnazione delle risorse per assegni di ricerca e borse di ricerca. Fornire ad esempio il link al regolamento considerato, descrivere quali sono stati i risultati delle assegnazioni e i criteri di valutazione degli stessi nell'anno di riferimento della relazione.

Following the University regulation for awarding research fellowships (DR n. 1 of 9/01/2017), the DMAN recognizes three types of research fellowships: fellowships relative to interdisciplinary areas (type A), fellowships on specific projects (type B), and ESF fellowships (<https://www.unive.it/pag/12328/>). The ESF fellowships are technically comparable to the type B fellowships, but they are funded by the Veneto Region on the European Social Fund under specific conditions. To obtain a positive assessment at the end of the research fellowship, a research fellow has to meet the following minimum output standards: "Within one month of the end of contract, the research fellow is required a) to present the research results at a national or international conference, or at a DMAN research seminar; b) to produce a DMAN Working Paper, a 'Nota di Ricerca', or any other publication valid for an assessment under the criteria of the allocation of DMAN research funding (ADiR)."

Funding sources	Number of research fellowship positions			
	2018	2019	2020	Total
Type A fellowships - departmental funds	2	5	2	9
Type B fellowships - External funds	18	23	19	60
ESF fellowships - Veneto Region Funds	11	-	7	18
Total	31	28	28	87

Sottosezione B.1 – Assegni di ricerca attivati nel 2018-2020

Research fellow	SSD	Research Topic	Funding sources
Panel A: 2018 research fellows			
ARKHIPOVA Daria	SECS-P/07	Modelli di sviluppo, integrazione e governo delle tecnologie dell'informazione e comunicazione come leva competitiva	Stevanato Group SpA
BARETTA Giulia	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing. Rapporto Uomo-Macchina nella realtà aumentata	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
BONETTO Greta	BIO/10	Analysis of the potential applications of research results in the fields of: chemical and	MISE 50% Ateneo 50%

		environmental. Study of methodologies and best practices in intellectual property management and technology transfer, particularly with regard to cooperation with business. ologies and best practices in intellectual property management and technology transfer, particularly with regard to cooperation with business.	
BRUNI Elena	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing. Analisi dei processi decisionali e cognitivi delle aziende data-driven	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
CAROLO Silvia Maria	SECS-P/07	Atmosfere Creative. Distrettualizzazione innovativa di motori culturali e servizi di aumento del valore responsabile scientifico	Interreg MED - SMATH project
CAVARA Rachèle	SECS-P/08	Processi editoriali e innovazione 4.0: recuperare valore attraverso la sinergia fra analogico e digitale - L'archivio digitale come strumento di valorizzazione del patrimonio editoriale	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2122-4-11-2018
COCO Nunzia	SECS-P/08	Processi editoriali e innovazione 4.0: recuperare valore attraverso la sinergia fra analogico e digitale - Nuovi modelli di business in ambito culturale e creativo	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2122-4-11-2018
COREA Francesco	SECS-P/09	Exponential Technologies and Risk Management	Dipartimento
CORLETTA Laura	SECS-P/07	La gestione di un acceleratore transfrontaliero d'impresa	Interreg Italia-Slovenia - CAB project
DISTEFANO Veronica	SECS/S01	Analisi di sistemi complessi con alta dimensionalità	Progetto ECLT.GLAXO
FALCOMER Mattia	SECS-P/07	Separazione contabile per nuovi settori regolati da ARERA: Servizio Idrico, Small Scale LNG e rifiuti	Convenzione ARERA (ex AEESGI)
FASAN Marco	SECS-P/08	Costruzione di un modello per l'analisi e la governance di medio-lungo termine dei flussi di mobilità regionale e transfrontaliera nell'area del programma comunitario Interreg Italia-Slovenia	Interreg Italia-Slovenia -CROSSMOBY project
FRANCESCHINI Samuela	ING-IND/34	Analysis of the potential applications of research results in the fields of: environmental and computer science. Study of methodologies and best practices in intellectual property management and technology	MISE 50% Ateneo 50%

		transfer, particularly with regard to cooperation with business.	
GRISBERGH Matteo	SECS-P/07	Progettazione di un acceleratore d'impresa	Interreg Italia-Slovenia - CAB project
GRITTI Elisa	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
JONAITYTE Inga	SECS-P/08	Allocazione dell'attenzione nelle decisioni interattive in ambienti dinamici - Selective attention allocation for joint decision making in dynamic environments	Progetto COPE
LANDI Stefano	SECS-P/07	Investimenti sostenibili nell'innovazione tecnologica in sanità	Convenzione Regenlab + dipartimento
MAGGISTRO Rosario	MAT/09	Smart Cities: il contributo del Data Science per la qualità e sostenibilità delle esperienze di visita - Un modello prototipale di Big Data Analytics sui comportamenti di passeggeri e visitatori	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-19-11-2018
MARRONE Marco	SECS-P/08	IT and the future of work: democracy vs. technocracy in the workplace	€ 20.000,00 finanziamento International Center for Humanities and Social Change (ICHSC); € 4.000,00 Rickmers (Contamination Lab)
MASIERO Eleonora	SECS-P/07	Imprese da favola. Capire e comunicare l'identità d'impresa con la narrazione fiabesca	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-7-11-2018
MINGOTTO Erica	SECS-P/08	Smart Cities: il contributo del Data Science per la qualità e sostenibilità delle esperienze di visita - Un modello di interpretazione dei dati per lo sviluppo di nuovi servizi diretti a migliorare la qualità e sostenibilità delle esperienze di visita	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-19-11-2018
PANFILO Silvia	SECS-P/07	Corporate reporting informativeness to financial capital providers about a company' credit risk: the role of IR	Dipartimento (progetto di Eccellenza)
PETRIS Matteo	MAT/09	Modelli e Metodi per problemi di ship scheduling	PRIN Progetto di Rilevanza Nazionale PRIN 2015 – Smart PORt Terminals - "SPORT" + fondi docente (Pesenti)
PETTINELLI Roberto	IUS/07	Cross-national knowledge networks and knowledge sourcing strategies in turbulent business ecosystems	Dipartimento + Fondazione Ca' Foscari
RECCHIA Giuseppe Antonio	IUS/07	Tecnologie, web e lavoratori digitali: come impatta la quarta rivoluzione industriale sui modelli di regolazione del lavoro subordinato e autonomo	€ 15.751,45 progetto MAN.IBPM2012 anticipata n. 29650/2017; € 6.296,05 finanziamento di Ateneo ex delibera Consiglio di Amministrazione del 09/06/2017; € 1.749,50 progetto MRGLOLIVOTTO

RUZZA Daniel	SECS-P/07	L'Intelligenza Artificiale come moltiplicatore di competitività per l'impresa - Tecniche di Machine Learning per l'analisi predittiva dei malfunzionamenti e per la manutenzione programmata	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-13-11-2018
SILVESTRI Daniela	SECS-P/08	Cross-national knowledge networks and knowledge sourcing strategies in turbulent business ecosystems	Dipartimento + Premio Ateneo 2016
TAGLIABUE Stefania	SECS-P/07	Implementazione e Analisi Sociologica, Organizzativa e Manageriale di progetti di Smart Manufacturing. La democratizzazione della fabbrica digitale	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-12-11-2018
TIRINDELLI Anna	SECS-P/07	L'innovazione e gli strumenti più innovativi del marketing nelle PMI e startup dell'area Italia-Slovenia	Interreg Italia-Slovenia - NUVOLAK2 project
TONIOLO Korinzia	SECS-P/07	L'Intelligenza Artificiale come moltiplicatore di competitività per l'impresa - Il ruolo dell'Intelligenza Artificiale nella definizione di nuovi modelli organizzativi e produttivi e nel design della strategia delle imprese	FSE - Assegno Fondo Sociale Europeo – D.D.R. n. 522 del 31/05/2018 di durata 12 mesi cod. 2120-13-11-2018
ZUCARO Rosita	IUS/07	L'impatto socio-economico della sperimentazione di un'innovativa tecnologia ecologica e sostenibile nell'ambito del distretto conciario veneto	LIFE - GOAST project + Fondazione Ca' Foscari

Panel B: 2019 research fellows

ARMANO Linda	SECS-P/08	DiaEthic - Map value transformations in a global interconnection. How sensory experiences and cultural interpretations shape concepts of "ethical diamond" and "mining work ethic"	Progetto H2020 - MSCA
BACCO Francesca	SECS-P/08	Ecosistemi imprenditoriali e dell'innovazione e trasformazione digitale delle Pmi	Progetto Interreg CENTRAL - ECOS4IN
BELLIO Elena	SECS-P/08	Digital food: determinanti ed implicazioni strategiche della digitalizzazione delle imprese alimentari	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZAFFO .ALTAQUALIFICAZIONE
BETTARINI Francesco	SECS-P/07	L'emergere di un sistema simbolico: il linguaggio della partita doppia nel primo capitalismo fiorentino	Dipartimento + MANMRG2019.WARGLIEN
BINTI RAMLI Nur Suhaili	SECS-P/08	A Comparative Study of Entrepreneurial Opportunity Identification between Immigrant Entrepreneurs and Non-Immigrant Entrepreneurs in Europe	Dipartimento

BONAZZI Michele	SECS-P/08	Protezione, promozione e valorizzazione culturale del patrimonio marittimo dell'Alto Adriatico	Progetto Interreg Italia Croazia ARCA
COCO Nunzia	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	CAMERA DI COMMERCIO DI VENEZIA ROVIGO DELTA-LAGUNARE (MAN.CCIAA_PID)
CORTELLAZZ O Laura	SECS-P/10	Processo di visioning, competenze trasversali e la loro relazione su carriera e occupabilità	14.000,00 sul progetto MAN.ASSEGNI FondazUnive; € 10.000,00 sul progetto MAN.COMPETENCYCENTER
D'ONOFRIO Federico	SECS-P/12	Farm Accountancy Data as a Source for the History of European Agriculture	Progetto H2020 - MSCA
FALCOMER Mattia	SECS-P/07	Separazione contabile per nuovi settori regolati da ARERA: Serv. Idrico, Small Scale LNG e rifiuti	Convenzione ARERA (ex AEEGII)
GAUDIO Giovanni	IUS/07	La qualificazione dei rapporti di lavoro nella rivoluzione di internet, fra vecchie e nuove esigenze di tutela	PRIN 2017 + Fondazione
GRITTI Elisa	SECS-P/07	Analisi dei meccanismi di innovazione nel settore Culturale e Creativo	Progetto Interrege CENTRAL -CoCo
GROSSO Chiara	SECS-P/08	Digital food: determinanti ed implicazioni strategiche della digitalizzazione delle imprese alimentari	Dipartimento + Convenzione Marketing Arena + Master cultura cibo
Kumodzie-Dussey Makafui Kwame	SECS-P/08	Corporate Governance Deviance	Dipartimento
LANDI Stefano	SECS-P/07	Investimenti sostenibili nell'innovazione tecnologica in sanità	Convenzione Regenlab
LIBRALATO Marcello	SECS-P/07	La costruzione di un repertorio di buone pratiche nell'intersezione della produzione culturale con l'orientamento al business	Progetto Interreg MED - SMATH
LUISE Cristian	SECS-P/06	Evoluzione della portualità come stimolo di nuove strategie di sviluppo industriale: una prospettiva internazionale e il ruolo delle grandi economie emergenti	Progetto Centro AdSP
MAGGISTRO Rosario	MAT/09	L'impatto della Data Analytics sulla descrizione e analisi dei sistemi	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZAFFO .ALTAQUALIFICAZIONE
MENESELLO Luca	SECS-P/08	L'evoluzione del Sistema portuale come fattore di competitività dell'economia del Nord-Est italiano	Progetto Centro AdSP

MINGOTTO Erica	SECS-P/08	Mappare il patrimonio culturale intangibile e agire per la sua sostenibilità. Applicazioni in alcuni casi pilota	Progetto Interreg Italia Croazia - SLIDES
PANCOT Chiara	SECS-P/07	Organizzazioni ibride del XVI secolo a Venezia	Fondi MAN.MRGMVEDOVATO
PANFILO Silvia	SECS-P/07	Corporate reporting informativeness to financial capital providers about a company' credit risk: the role of IR	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZAFFO .ALTAQALIFICAZIONE
PETTINELLI Roberto	IUS/07	La tutela dei lavoratori nella successione di imprenditori nel contratto di appalto tra clausole di riassorbimento della manodopera e trasferimento d'azienda	Dipartimento + Fondazione Ca' Foscari
ROSIN Umberto	SECS-P/08	Protezione, promozione e valorizzazione culturale del patrimonio marittimo dell'Alto Adriatico	Progetto Interreg Italia Croazia ARCA
SANTAGIUS TINA Carlo Romano	SECS-P/08	Un osservatorio web dell'incertezza	Fondazione Università Ca' Foscari
SILVESTRI Daniela	SECS-P/08	Cross-national knowledge networks and knowledge sourcing strategies in turbulent business ecosystems	Progetto EPO - MAN.EPO.2019
UL-AIN Noor	SECS-P/07	Analysis of cooperation mechanisms between the Cultural and Creative sector and Advanced Manufacturing sector	Progetto Interrege CENTRAL -CoCo
URBINATI Niccolò	SECS-S/06	Disegno degli incentivi per modelli non correttamente specificati	Progetto di Eccellenza MAN.DIPARTIMENTIDIECCELLENZAFFO .ALTAQALIFICAZIONE

Panel C: 2020 research fellows

BALZARIN Lisa	SECS-P/08	Emergenza di nuove architetture industriali per la mobilità sostenibile – The Emergence of New Industry Architectures for Sustainable Mobility (NASM) - CUP H74I19001400005	Progetto SPIN - misura 2 + cofinanzamento dipartimento 2020
BELLIO Elena	SECS-P/08	The value of visual content shared on Instagram: challenges and opportunities to better manage a tourist destination - RINNOVO CUP H72F20000220005	Dipartimento (AREA)
BISETTO Arianna	SECS-P/07	Nuovi modelli di business per il turismo in Veneto in relazione alle opportunità offerte dallo sviluppo di soluzioni tecnologiche e sistemi integrati di gestione delle Smart City - FSE - CUP F74I20000110002	FSE
BORSETTO Elena	SECS-P/07	Internazionalizzazione del Dipartimento di Management: analisi dei processi e dell'impatto	Progetto MAN.INCENT.INTERNAZ.2019 +

		sugli stakeholder – CUP H74I20000200005	MAN.RANKINGINTERNAZ.ASSEGNAZIONEAC2019
CAROLO Silvia Maria	SECS-P/07	Il ruolo del patrimonio culturale come incubatore ed acceleratore di imprenditorialità innovativa - Progetto SACHE – Smart Accelerators of Cultural Heritage Entrepreneurship – CE1565 — CUP H74I19000360006	Progetto Interreg Central “SACHE”
CERTOMA' Chiara	M-GGR/02	Exploring Digital Social Innovations ecosystems and Urban Governance models in a quadruple helix perspective” – DSI4UG, CUP H74I19001560005 - Bando SPIN 2019 misura 1	Bando SPIN 2019 misura 1
COCO Nunzia	SECS-P/08	Competenze creative e digitali nelle industrie culturali e creative – CUP H79C20000000005	Fondi MACLab - Casarin
CORTELLAZ ZO Laura	SECS-P/10	Processo di visioning, competenze trasversali e la loro relazione su carriera e occupabilità - CUP H74I20000500003 - RINNOVO	14.000,00 sul progetto MAN.ASSEGNI FondazUnive € 10.000,00 sul progetto MAN.COMPETENCYCENTER
DALL'ARME LLINA Valeria	SECS-P/07	Social Strategy Innovation: modelli di business nell'impresa non profit. Produzione responsabile - Processi green e circolari di produzione e consumo - CUP H74I19001870002 - FSE	FSE
DARIOL Giorgio	SECS-P/07	Impatto ICT - L'impatto delle tecnologie digitali nella creazione di valore sociale - FSE CUP H74I19001870002	FSE
FALCOMER Mattia	SECS-P/07	Lo sviluppo dell'applicazione della separazione contabile ai settori regolati da ARERA – CUP H79C20000040005	Convenzione ARERA (ex AEESGI)
FASAN Marco	SECS-P/08	Costruzione di un modello per l'analisi e la governance di medio-lungo termine dei flussi di mobilità regionale e transfrontaliera nell'area del programma comunitario Interreg Italia-Slovenia - progetto CROSSMOBY CUP H76C18000500006 - RINNOVO	Progetto Interreg Italia-Slovenia “CROSSMOBY”
FASSETTA Chiara	SECS-P/07	Modelli di business per anticipare il cambiamento - FSE - CUP H74I19001930002	FSE
GASTALDO Silvia	SECS-P/07	Opportunità strategiche per abilitare modelli di business data-driven e human-centered - FSE - CUP C94E19000540008	FSE

GAUDIO Giovanni	IUS/07	La qualificazione dei rapporti di lavoro nella rivoluzione di internet, fra vecchie e nuove esigenze di tutela - RINNOVO CUP H74I17000160005	PRIN 2017 + Fondazione + DIP
GIAKOUME LOU Anastasia	SECS-P/09	Soluzioni finanziarie a supporto di operazioni di riqualificazione degli immobili - CUP H74I19001860002 - FSE	FSE
LANDI Stefano	SECS-P/07	Investimenti sostenibili nell'innovazione tecnologica in sanità - IV RINNOVO	Convenzione Regenlab
MANFREDI Alessandro	SECS-P/07	Metodologie strutturate per l'analisi e il governo delle iniziative di innovazione digitale. Metodologie di analisi innovazione digitale: Profilo Strategico – L'impatto della Digital Transformation sui Sustainable Business Model e sulle scelte di Circular Economy - CUP H74I19001840002 - FSE	FSE
MASIERO Eleonora	SECS-P/07	Narrating Business Identity, Business Image and Mission through an historical approach - CUP H74I20000380005	Dipartimento (AREA)
MINELLO Giorgia	INF/01	Applicazioni del Natural Language Processing all'analisi storica: il caso dell'antisemitismo in Francia, 1789-1919 - progetto Odyceus CUP H72F16000760006	Progetto H2020 "Odyceus"
MOOLHUIJ SEN Nicole	SECS-P/08	Linguaggi narrativi e nuovi pubblici: un confronto fra l'offerta culturale delle piattaforme digitali e l'offerta culturale dei musei – CUP H79C20000010005	Fondi MACLab - Casarin
PANJAKO Ana	SECS-P/08	MIMOSA Project – Maritime and Multimodal Sustainable Passenger Transport Solutions and Services – Italy Croatia Passengers Behavioural Analysis - Interreg Project Italia-Croazia 2014-2020 - CUP E89E20000780005	Progetto Interreg Italia-Croazia "MIMOSA"
PICUNIO Maria Laura	IUS/07	La tutela dei lavoratori nell'ambito degli appalti in luoghi confinati - CUP H74I20000490007	Fondazione Università Ca' Foscari
SANTAGIUS TINA Carlo Romano Marcello Alessandro	SECS-P/08	A web observatory of uncertainty - Rinnovo	Fondazione Università Ca' Foscari + MRG docente
SCHIAVINA TO Michele	INF/01	Servizi modulari e pipelines per la piattaforma Odyceus sulle	Progetto H2020 "Odyceus"

		dinamiche di opinione - progetto Odyceus CUP H72F16000760006	
SIROTIC Miljen	MAT/09	Analisi dei Dati dei Trasporti Italia-Croazia Analisi nell'ambito del progetto Interreg Italia-Croazia 2014-2020 "MIMOSA – Maritime and Multimodal Sustainable passenger transport solutions and services" ID number 10249002 - CUP E89E20000780005	Progetto Interreg Italia-Croazia "MIMOSA"
TAGLIABUE Stefania	SECS-P/07	La ricerca di aziende interessate all'impatto delle Nanotecnologie sui Modelli di Business e il coinvolgimento delle stesse in eventi specifici di settore progetto INTERREG Nano-Region CUP H76C18000510006	Progetto Interreg Italia – Slovenia "Nano-Region"
WAHEED Mehwish	SECS-P/08	Industry 4.0 supporting ecosystems", project INTERREG Central Europe "ECOS4IN Cross-border Ecosystem for Industry 4.0 ECOS4IN - Cross-border Ecosystem for Industry 4.0", CUP H74I19000320006, ID CE1393	Progetto Interreg Central "ECOS4IN"

Sottosezione B.2 – Borse di ricerca attivate nel 2018-2020

According to the University regulation (DR n. 300 of 14/04/2014), Ca' Foscari University of Venice promotes the short-term research fellowships (<https://www.unive.it/pag/11701>). They are used for the recruitment of staff that is included in research groups or projects. Typically, the short-term research fellowships have a duration not exceeding 12 months, unless otherwise specifies/required. Their funding is from outside the University under specific agreements, contracts or contributions from public administrations, public entities or private individuals and companies.

The DMAN has issued 59 short-term research fellowships over 2018-2020 (6 in 2018, 25 in 2019, and 28 in 2020) as reported in the table below.

Short term research fellow	SSD	Research Topic	Funding sources
Panel A: 2018 short term research fellows			
CASIELLO Giorgia	IUS/07	Il tentativo di conciliazione nelle controversie di lavoro. Esiti e prospettive	Fondazione Università Ca' Foscari Venezia
DE APPOLONIA Giovanna	SECS-P/08	Il Magnifico Museo	Radio Magica Fondazione Onlus

GRANATI Cesare	SECS-P/07	La comunicazione dell'impatto aziendale nella prospettiva benefit - PROFILO 2	Fondazione Università Ca' Foscari nell'ambito del progetto FSE "BUMO_BEE: Business Models for Benefit Enterprises" cod. 3706-1-1267-2017
LAPERCHIA Carolina	SECS-P/08	Ascoltare per includere	Radio Magica Fondazione Onlus
SPEROTTO Annabella	SECS-P/07	La strategia benefit in ottica interpretativa - PROFILO 1	Fondazione Università Ca' Foscari nell'ambito del progetto FSE "BUMO_BEE: Business Models for Benefit Enterprises" cod. 3706-1-1267-2017
VENTURINI Francesco	SECS-P/07	La prospettiva benefit come 'corporate cultural responsibility' - PROFILO 3	Fondazione Università Ca' Foscari nell'ambito del progetto FSE "BUMO_BEE: Business Models for Benefit Enterprises" cod. 3706-1-1267-2017

Panel B: 2019 short term research fellows

BERNARDIS Manuel	SECS-P/08	Trasformazione Digitale della Filiera Automotive Italiana (FAI-Digital)	Fondazione Collegio Carlo Alberto
BERNARDIS Manuel	SECS-P/08	Trasformazione Digitale della Filiera Automotive Italiana (FAI-Digital)	Fondazione Collegio Carlo Alberto
BIANCHI MICHEIL Caterina	SECS-P/08	Osservatorio Automotive 2019	Associazione Centro d'Iniziativa su Motori, Veicoli e Tecnologie - MOVET
BORSATO Manuel	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Comercio di Venezia Rovigo Delta Lagunare
BRANDOLIN O Martina	SECS-P/08	Osservatorio Automotive 2019	Associazione Centro d'Iniziativa su Motori, Veicoli e Tecnologie - MOVET
BROCCA Selena	SECS-P/08	Le opportunità delle piattaforme di commercio elettronico cinese per aziende made in Italy del settore dell'arredamento	BERTO SALOTTI (F.B.S. SRL)
BROVAZZO Carlotta	SECS-P/08	Industria 4.0 nelle piccole e medie imprese italiane: valutazione di casi di successo - profilo 2	Economie prof. Micelli
BRUGNOLI Alberto	SECS-P/07	L'organizzazione, lo sviluppo e la comunicazione di una community imprenditoriale strutturata - profilo 2	Fondazione Università Ca' Foscari
CAVALLARO Alessandro	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Comercio di Venezia Rovigo Delta Lagunare
CHIAULON GABRIELE	SECS-P/08	Trasformazione Digitale della Filiera Automotive Italiana (FAI-Digital)	Fondazione Collegio Carlo Alberto
DANELUZZO Patrizia	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Comercio di Venezia Rovigo Delta Lagunare

DARIOL Giorgio	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
DE APPOLONIA Giovanna	SECS-P/08	Crescere con Radio Magica: Quarta Edizione	Radio Magica Fondazione Onlus
FASOLO Benedetta	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
GIUSTO Nicola	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
GRANATI Cesare	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
GUSMEROLI Paolo	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
HOFER Otto Carlo	SECS-P/08	Industria 4.0 nelle piccole e medie imprese italiane: un'analisi quantitativa - profilo 1	Economie prof. Micelli
LAPERCHIA Carolina	SECS-P/08	Ascoltare per includere	Radio Magica Fondazione Onlus
LAPERCHIA Carolina	SECS-P/08	Modelli per la divulgazione accessibile in ambito didattico e museale - profilo 1	Radio Magica Fondazione Onlus
LO VOI Salvatore	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
MAGON Anna	SECS-P/07	Progetto FSE "L1 EDINTUR: Edifici Intelligenti per il Turismo Responsabile" cod. 3706-0002-1311-2018	FSE
MARCAT Mara	SECS-P/08	Trasformazione digitale nelle piccole e microimprese: determinanti, implicazioni strategiche e organizzative	Camera di Commercio di Venezia Rovigo Delta Lagunare
MURARO Antonella	SECS-P/07	Gli impatti dell'intelligenza artificiale sui modelli di business - profilo 1	Fondazione Università Ca' Foscari
PORZIO Elena	SECS-P/08	Libri ad alta voce - profilo 2	Radio Magica Fondazione Onlus
Panel C: 2020 short term research fellows			
BENVENUTO Francesco	SECS/P07	Il digitale per l'adozione del Blockchain nell'Agroalimentare	Regione Veneto DGR 204/2019

BIOTTO Gianluca	SECS/P07	La strategia per l'adozione del Blockchain nell'Agroalimentare	Regione Veneto DGR 204/2019
BOLZONELL O Giulia	SECS-P/07	Il digitale per AI e Data Analytics nella Manifattura	Regione Veneto DGR 204/2019
BORDIERI Ghita	SECS-P/08	Osservatorio sul digitale nel food	Banca Popolare VOLKSBANK
BORSATO Manuel	SECS/P07	La strategia per l'adozione del Blockchain nella Manifattura	Regione Veneto DGR 204/2019
BROCCA Selena	SECS-P/08	Le opportunità delle piattaforme di commercio elettronico cinese per aziende made in Italy del settore dell'arredamento	BERTO SALOTTI (F.B.S. SRL)
CAMPANAL E Simonetta	IUS/07	I rapporti di lavoro nell'ambito della Autorità di Sistema Portuale	Fondazione Ca' Foscari
CATINELLA Marianna	SECS/P07	Il digitale per l'adozione del Blockchain nel Turismo	Regione Veneto DGR 204/2019
CIVIERO Matteo	SECS/P07	La strategia per l'adozione del Blockchain nell'Healthcare	Regione Veneto DGR 204/2019
DAL BO Valeria	IUS/12	Profili tributari della transazione fiscale negli accordi di ristrutturazione dei debiti	Economie progetto prof. Viotto
GAGGETTA Chiara	SECS-P/08	Osservatorio sul digitale nel food	Banca Popolare VOLKSBANK
GASPARINI Marco	SECS/P07	Il digitale per l'adozione del Blockchain nell'Healthcare	Regione Veneto DGR 204/2019
LAZZER Gian Paolo	SECS/P07	La strategia per l'adozione del Blockchain nel Turismo	Regione Veneto DGR 204/2019
MASI Elena	SECS-P/08	Tecnologie 4.0, Trasformazione digitale e competenze trasversali e lavoratori ibridi	Regione Veneto DGR 1010/2019
MIRISOLA Beniamino	SECS-P/07	La strategia per AI e Data Analytics nella GDO	Regione Veneto DGR 204/2019
MOLIN Mauro	SECS/P07	Il digitale per l'adozione del Blockchain nella GDO	Regione Veneto DGR 204/2019
ORTIS Silvia	IUS/07	Le riforme della disciplina dei licenziamenti individuali	Fondazione Ca' Foscari
PIGNATA Maria Claudia	SECS-P/07	La strategia per AI e Data Analytics nella Manifattura	Regione Veneto DGR 204/2019
PORZIO Elena	SECS-P/08	Libri ad alta voce - profilo 2	Radio Magica Fondazione Onlus
RENOSTO Manuel	SECS/P07	La strategia per l'adozione del Blockchain nella GDO	Regione Veneto DGR 204/2019
SALVALAIO Letizia	SECS-P/07	Il digitale per AI e Data Analytics nell'Agroalimentare	Regione Veneto DGR 204/2019
SIEPE Giovanni	SECS-P/08	Sviluppare il prototipo di una piattaforma software per la velocizzazione del flusso di produzione	Regione Veneto DGR 204/2019

SILVESTRI Daniela	SECS-P/08	Strategie di patenting e litigation nell'industria automotive globale	Economie Progetto EPO
TIENE Lorenzo	SECS-P/07	L2 - @new start: innovazione e cultura della RSI nelle imprese venete	Regione Veneto DGR 816/2019
VERONESE Leonardo	SECS/P07	Il digitale per l'adozione del Blockchain nella Manifattura	Regione Veneto DGR 204/2019
VIGNOTTO Alessandra	AGR/01	Atlante dei modelli di business del biologico nell'agrifood del Nord Est	Regione Veneto Convenzione Rep. n. 156/2020 prot. 39456 del 30/07/2020
ZANATTA Filippo	SECS-P/07	Il Digitale per AI e Data Analytics nella GDO	Regione Veneto DGR 204/2019
ZUCARO Rosita	IUS/07	Lo sviluppo concreto del welfare negoziiale"	Fondazione Ca' Foscari

Sezione C – Altre azioni dipartimentali di supporto alla ricerca

Linee guida per la compilazione

In questa sezione vanno segnalati eventuali ulteriori investimenti del Dipartimento a supporto della ricerca effettuati nell'anno di riferimento della relazione, come ad esempio:

- (co-)finanziamenti per iscrizione a convegni, organizzazione di convegni, *proof-reading*, pubblicazioni su riviste ad alto impatto, *open access*, partecipazione a bandi europei ed internazionali;
 - azioni di supporto alla ricerca che non prevedano la distribuzione di risorse a soggetti o a gruppi di ricerca specifici. Ad esempio: *Research Day*, Serie di *Working Papers*, Comunicazione della ricerca prodotta, seminari di Dipartimento, altri eventi.
-

In the three-year period 2018-2020, the DMAN has undertaken different actions for the promotion and communication of research.

FUNDS FOR CONFERENCE FEES

Since 2016, the DMAN Council has approved a procedure for the distribution of funds to encourage participation in conferences ('funds for conference fees').

The guidelines set out the access requirements and applicant's maximum fund limits. In particular, the following criteria make an applicant eligible for funding: 1) acceptance of the paper at a conference with peer review; 2) registration at the conference.

However, within three months from the conference participation, the reimbursement is subject either to the publication of the research work in the DMAN Working Paper Series, or to the submission of the research work to an international journal with WoS/Scopus codes.

CO-FINANCING OF THE REGISTRATION FEE FOR THE 'RESEARCH FOR GLOBAL CHALLENGES' TEAM

The DMAN supports its members – that seek funding on competitive calls by encouraging participation in Global Challenges Teams – with a co-financing of 50% of registration fees by using the departmental margins.

INCENTIVES FOR FUND RAISING

Starting from 2018, a fund-raising award is included as part of the Project of Excellence funds program, which aims to increase the amount of funding acquired on competitive calls for tenders, which may fund basic and applied research activities, technical assistance and third mission activities. The DMAN supports the action already implemented by the University, integrating prizes and incentives provided by the regulations for the incentives given to researchers. The final version of the guidelines for allocating the incentives for fund-raising was approved in 2020 (cf. DMAN Council 29.01.2020). The incentive is given according to the following scheme:

Research project ranking	Incentive
A: Principal investigator – Project leader + funded project	2% of the funding attributed to DMAN
B: Local unit manager + funded project	1% of the funding attributed to DMAN
C: Local unit manager + project declared as eligible (at least on a national basis) but not funded	Minimum value between 0.5% of the funding requested to DMAN and 1,000 EUR

The table below reports the allocation of fund-raising incentives over 2018-2020.

Year	Total allocation of fund-raising incentives	Research projects	Number of research projects per ranking		
			A	B	C
2018-2020	37,847.40	24	6	14	4

FUNDS FOR PROOF-READING

Since 2017, a specific program of funding was allocated to support DMAN members that need proof-reading. The procedure to allocate these funds is regulated by the DMAN Council (cf. DMAN Council 25.01.2017).

FUNDS FOR JOURNAL SUBMISSION FEES

Since 2019, a specific program of funding was allocated to support the submission of DMAN members' research works to journals of the ABS-DMAN list. The procedure to allocate these funds is regulated by the DMAN Council (cf. DMAN Council 16.01.2019).

GUIDELINES FOR RECRUITMENT

Since 2018, the DMAN has decided to develop and reinforce a set of incentives based on the scientific production quality, which also include tenure and promotion criteria.

The DMAN Recruitment Committee has developed the 'Guidelines for Recruitment', which comprise specific productivity thresholds for applying to tenured positions. The guidelines describe the 'minimum requirements' for applying to a promotion within DMAN or for joining DMAN from other institutions. The most important requirement refers to research.

The DMAN aims to encourage and reward the quality of the research output of its members with reference to the advancement of subject areas relevant to Management studies. To this extent, the DMAN relies on the research subject areas and ratings relative to the ABS Academic Journal Guide 2018 (ABS list). In order to take into account the different research interests of the DMAN members, a limited number of high relevant interdisciplinary journals were implemented in the ABS list, as they are not included in the ABS list. The DMAN Research Committee and the DMAN Recruitment Committee evaluated the inclusion of such additional journals. The new list was called 'ABS-DMAN list' (<https://www.unive.it/pag/29348/>).

DMAN WORKING PAPERS SERIES

Since April 2011, the DMAN has been publishing two series of reports, one in English (Working paper) and one in Italian ('Note di ricerca') in the DMAN Working Paper Series.

The reports are also accessible online through RePEc and SSRN. The DMAN has a webpage available on both portals, which also publish the statistics of access. The RePEc portal is free. The DMAN supports the fee for SSRN as it considers important the diffusion of DMAN members' scientific production among scholars of business disciplines.

The following table reports the number of reports published in the two series over 2018-2020. The DMAN members mainly use English for their scientific production. The data reported in the table refers to the scientific production in English.

Year	Working paper	'Note di ricerca'
2020	7	3
2019	7	3
2018	15	1

The DMAN recognizes that several months may pass between the publication of a working paper in the DMAN Working Paper series and its acceptance for final publication in an academic journal or other publication outlets.

The DMAN Research Committee monitors the publication status of the working papers on annual basis and determines how many working papers have been published in their final form. As of December 2021, the publication status of the working papers published in the DMAN Working Paper series over 2018-2020 is reported in the table below:

Year	Working paper	Published or accepted for publication in their final form	Under review	Not yet published
2020	7	1	3	3
2019	7	2	2	3
2018	15	4	4	7

RePEc

As of December 2021, there are 186 working papers in total published at <http://ideas.repec.org/s/vnm/wpdman.html>. The comparison with the preceding years confirms an increasing trend for the number of accesses to abstracts per year and shows a decrease in the number of downloads in 2021, as reported in the following table.

Year	Working papers	Total downloads	Downloads in the last 12 months	Total accesses to abstracts	Accesses to abstracts in the last 12 months
2021	186	9,781	675	24,772	3,681
2020	176	9,106	811	21,091	3,303
2019	167	8,295	722	17,788	2,894

SSRN

As of December 2021, there are 152 working papers in total published at <http://www.ssrn.com/link/Universita-Ca-Foscari-Venezia-Dept-Mgmt.html>. The comparison with the preceding years confirms an increasing trend, as reported in the following table.

Year	Working papers	Total downloads	New downloads in the last 12 months
2021	152	15,485	2,476
2020	139	13,009	1,850
2019	133	11,159	1,554

DMAN RESEARCH DAY

The DMAN Research Day is a regular annual research appointment aimed to present and investigate current and future lines of research. The event is devoted either to the presentation of the DMAN research laboratories, the presentation of the results relative to the FSE projects, or the presentation of the works awarded with the research mentions and awards.

The following DMAN Research Days took place over 2019-2020:

- On 11 April 2018, the Research Day was dedicated to the presentation of the research works awarded with the 2016 DMAN research awards, as well as to the organization of a roundtable between researchers and firms, public institutions, practitioners.
- On 23 October 2019, the Research Day was dedicated to the presentation of the research works awarded with the 2017 and 2018 DMAN research awards. Managers, auditors, and journalists serve as discussants in order to improve the debate between researchers and practitioners.
- On 22 October 2020, the Research Day was dedicated to the presentation of the research works by DMAN laboratories and centers of research. Managers serve as invited speakers describing their experience for a sustainable digital transformation under the Covid-19 pandemic.

DMAN SEMINARS SERIES

The DMAN appoints one or more referees that coordinate and organize the DMAN seminar series during the academic year. The DMAN hosts a minimum number of 10 'Management lectures' within its seminar series, which are included in the teaching schedule of the PhD program. The Management lectures take the form of lunch-seminars and last 1 hour. A DMAN member, a research fellow or a PhD student serve as discussant. After the presentation of the research work, the invited speaker meets the PhD students.

Year	Total number of seminars	Management lectures	Internal speaker (from Ca' Foscari)	External speaker (from other Universities)
2020 ¹¹	6	2	5	4
2019	12	6	2	10
2018	22	7	7	8

¹¹ Due to Covid-19 pandemic, in 2020 a limited number of seminars were organized.

RESEARCH COMMUNICATION

The DMAN promotes research through a wide range of communication channels. Articles published on journals, working papers, 'note di ricerca' and books are periodically published at <https://www.unive.it/pag/15462/?L=0>. They also circulate through Twitter and Facebook when a research event is organized, and LinkedIn for their research contents. For primary use, a bulletin board is updated on the first floor of Complex C1, Department of Management, San Giobbe Campus.

The following table presents the number of followers at the end of each year for each social network.

Year	Facebook	Twitter	LinkedIn
2020	2.134	1.374	2.312
2019	1,780	1,247	980
2018	1,400	1,117	na ¹²

¹² The DMAN page in LinkedIn is active from May 2019.

Sezione D – Altre forme di incentivazione e di premialità

Linee guida per la compilazione

Indicare menzioni, premi alla ricerca, altre forme di incentivazione e premialità per attività di ricerca non incluse nelle sezioni precedenti e relative all’anno di riferimento della relazione.

DMAN RESEARCH MENTIONS AND AWARDS

The DMAN gives research mentions and awards to research works published by its members in the previous year.

Starting from 2016, the research mention is given to the research works published by the DMAN members that achieve a final ADIR score of 100 points. The research award is given to three research works published by the DMAN members that are eligible for the research mention. Among all the shortlisted research works, the three awards are assigned to those works with a lower number of co-authors, and, if an equal seniority is present, to the member that was more recently hired. A prize of 1,000 euros – which is given as additional research funding and whether a budget is available for funding the research awards – is assigned to each research award.

The purpose of the research award is to recognize the quality of the DMAN’s scientific production, as well as to promote its visibility. The winners of the research award present their research work at the Research Day.

Panel A: 2018 - Research mentions and awards to research works published in 2017	
Agostini, Marisa; Favero, Giovanni, <i>Accounting fraud, business failure and creative auditing: A microanalysis of the strange case of the Sunbeam Corporation</i> , ACCOUNTING HISTORY.	Agostini M.
Giachetti, C.; Marchi, G., <i>Successive changes in leadership in the worldwide mobile phone industry: The race of windows of opportunity and firms' competitive action</i> , RESEARCH POLICY.	
Mantovani, Guido Massimiliano; Moro, Andrea; Wisniewski, T. P., <i>Does a Manager's Gender Matter when Accessing Credit? Evidence from European Data</i> , JOURNAL OF BANKING & FINANCE.	
Moretti Anna, <i>The Network Organization. A Governance perspective on structure, dynamics, and performance</i> Basingstoke, Palgrave Macmillan.	Moretti A.
Perri, Alessandra; Peruffo, Enzo, <i>Family Business and Technological Innovation - Empirica! Insights from the Italian Pharmaceutical Industry</i> , Palgrave Macmillan.	Perri A.
Becker, Markus C.; Zirpoli, Francesco, <i>How to Avoid Innovation Competence Loss in R&D Outsourcing</i> , CALIFORNIA MANAGEMENT REVIEW.	
Panel B: 2019 - Research mentions and awards to research works published in 2018	
Ilan, Oshri; Arkhipova, Daria; Vaia, G. Exploring the effect of familiarity and advisory services on innovation outcomes in outsourcing settings, JOURNAL OF INFORMATION TECHNOLOGY.	Arkhipova D.
Bagnoli, C.; Biloslavo, R.; Edgar, D., <i>An Eco-Critical Perspective on Business Models: The Value Triangle as an Approach to Closing the Sustainability Gap</i> , JOURNAL OF CLEANER PRODUCTION.	
Böhmel, Tobias; Bove, Vincenzo; Gleditsch, Kristian Skrede, <i>Blame the victims? Refugees, state capacity, and non-state actor violence</i> , JOURNAL OF PEACE RESEARCH.	

Bove, Vincenzo; Deiana, Claudio; Nistic, Roberto, <i>Global arms trade and oil dependence</i> , JOURNAL OF LAW ECONOMICS & ORGANIZATION.	Bove V.
Basso, Antonella; Casarin, Francesco; Funari, Stefania, <i>How well is the museum performing? A joint use of DEA and BSC to measure the performance of museums</i> , OMEGA.	
Hussain, N.; Rigoni, U.; Cavezzali, E., <i>Does it pay to be sustainable? Looking inside the black box of the relationship between sustainability performance and financial performance</i> , CORPORATE SOCIAL-RESPONSIBILITY AND ENVIRONMENTAL MANAGEMENT.	
Hussain, Nazim; Rigoni, Ugo; Orij, René P., <i>Corporate Governance and Sustainability Performance: Analysis of Triple Bottom Line Performance</i> , JOURNAL OF BUSINESS ETHICS.	
Warglien, Massimo; Knudsen1, Thorbjørn; Marchiori, Davide, <i>Hierarchical decision-making produces persistent differences in learning performance</i> , SCIENTIFIC REPORTS.	
Scalera, Vittoria G.; Perri, Alessandra; Hannigan, T. J., <i>Knowledge connectedness within and across home country borders: Spatial heterogeneity and the technological scope of firm innovations</i> , JOURNAL OF INTERNATIONAL BUSINESS STUDIES.	
Biscaro, Claudio; Comacchio, Anna, <i>Knowledge Creation Across Worldviews: How Metaphors Impact and Orient Group Creativity</i> , ORGANIZATION SCIENCE.	
Camuffo, Arnaldo; Gerli, Fabrizio, <i>Modeling management behaviors in lean production environments</i> , INTERNATIONAL JOURNAL OF OPERATIONS & PRODUCTION MANAGEMENT.	
de Leone, Renato; Fasano, Giovanni; Sergeyev, Yaroslav D., <i>Planar methods and grossone for the Conjugate Gradient breakdown in nonlinear programming</i> , COMPUTATIONAL OPTIMIZATION AND APPLICATIONS.	
Caliciotti, Andrea; Fasano, Giovanni; Roma, Massimo, <i>Preconditioned Nonlinear Conjugate Gradient methods based on a modified secant equation</i> , APPLIED MATHEMATICS AND COMPUTATION.	
Claudio, Giachetti, <i>Smartphone Start-ups: Navigating the iPhone Revolution</i> , Palgrave Macmillan, 2018	
Lusiani, Maria; Langley, Ann, <i>The social construction of strategic coherence: Practices of enabling leadership</i> , LONG RANGE PLANNING.	Lusiani M.
Ferri, Paolo; Lusiani, Maria; Pareschi, Luca, <i>Accounting for Accounting History: A topic modeling approach (1996–2015)</i> , ACCOUNTING HISTORY.	
Panel C: 2020 - Research mentions and awards to research works published in 2019	
Marco Li Calzi, Lorenzo Bastianello, <i>The probability to reach an agreement as a foundation for axiomatic bargaining</i> , ECONOMETRICA.	
Anna Cabigiosu, Diego Campagnolo, <i>Innovation and Growth in KIBS: The Role of Clients' Collaboration and Service Customization</i> , INDUSTRY AND INNOVATION.	
Raffaele Pesenti, Paola Pellegrini, Giacomo Di Tollo, <i>Scheduling ships movements within a canal harbor</i> , SOFT COMPUTING.	
Claudio Giachetti, Giancarlo Manzi, Cinzia Colapinto, <i>Entry Mode Degree of Control, Firm Performance and Host Country Institutional Development: A Meta-Analysis</i> , MANAGEMENT INTERNATIONAL REVIEW.	Colapinto C.
Raffaele Pesenti, Paola Pellegrini, Joaquin Rodriguez, <i>Efficient train re-routing and rescheduling: valid inequalities and reformulation of RECIFE-MILP</i> , TRANSPORTATION RESEARCH PART B-METHODOLOGICAL.	
Raffaele Pesenti, Daniele Catanzaro, <i>Enumerating Vertices of the Balanced Minimum Evolution Polytope</i> , COMPUTERS & OPERATIONS RESEARCH.	
Maria Lusiani, Marco Vedovato, Chiara Pancot, <i>Governance and accounting practices in hybrid organizations: Insights from a sixteenth-century charity in Venice</i> , ACCOUNTING HISTORY.	Lusiani M.

Chiara Mio, Marco Fasan, Antonio Costantini, <i>Materiality in integrated and sustainability reporting: A paradigm shift?</i> , BUSINESS STRATEGY AND THE ENVIRONMENT.	Costantini A.
Panel D: 2021 - Research mentions and awards to research works published in 2020	
Massaro Maurizio, Bagnoli Carlo, Dal Mas Francesca, <i>The role of human sustainability in professional service firms. Evidence from Italy</i> , BUSINESS STRATEGY AND THE ENVIRONMENT.	
Michela Cordazzo, Laura Bini, Giuseppe Marzo, <i>Does the EU Directive on non-financial information influence the value relevance of ESG disclosure? Italian evidence</i> , BUSINESS STRATEGY AND THE ENVIRONMENT.	
Mio C., Soerger Zaro E., Fasan M., <i>Are loyalty shares an effective antidote against short-termism? Empirical evidence from Italy</i> , BUSINESS STRATEGY AND THE ENVIRONMENT.	
Pareschi L., Lusiani M., <i>What editors talk about when they talk about editors? A public discourse analysis of market and aesthetic logics</i> , POETICS.	Lusiani M.
Chiara Mio, Silvia Panfilo, Benedetta Blundo, <i>Sustainable development goals and the strategic role of business: A systematic literature review</i> , BUSINESS STRATEGY AND THE ENVIRONMENT.	
Chiara Mio, Pier Luigi Marchini, Alice Medioli, <i>Forward-looking information in integrated reports: Insights from “best in class”</i> , CORPORATE SOCIAL-RESPONSIBILITY AND ENVIRONMENTAL MANAGEMENT.	
Salvatore Russo, Stefano Landi, <i>Co-production ‘thinking’ and performance implications in the case of separate waste collection</i> , PUBLIC MANAGEMENT REVIEW.	
Anzoise, Valentina, Slanzi, Debora, Poli, Irene, <i>Local stakeholders’ narratives about large-scale urban development: The Zhejiang Hangzhou Future Sci-Tech City</i> , URBAN STUDIES.	Slanzi, D.
Joseph Andria, Giacomo Di Tollo, Raffaele Pesenti, <i>A heuristic fuzzy algorithm for assessing and managing tourism sustainability</i> , SOFT COMPUTING.	
Dario Bauso, Rosario Magistro, Raffaele Pesenti, <i>Robust Sub-Optimality of Linear-Saturated Control via Quadratic Zero-Sum Differential Games</i> , JOURNAL OF OPTIMIZATION THEORY AND APPLICATIONS.	
Daniele Catanzaro, Raffaele Pesenti, Laurence Wolsey, <i>On the Balanced Minimum Evolution Polytope</i> , DISCRETE OPTIMIZATION.	
Raffaele Pesenti, Daniele Catanzaro, Martin Frohn, <i>An Information Theory Perspective on the Balanced Minimum Evolution Problem</i> , OPERATIONS RESEARCH LETTERS.	
Basso Antonella, Funari Stefania, <i>DEA-BSC and Diamond Performance to Support Museum Management</i> , MATHEMATICS.	
Cortellazzo Laura, Bonesso Sara, Gerli Fabrizio, <i>Entrepreneurs’ behavioural competencies for internationalisation: Exploratory insights from the Italian context</i> , INTERNATIONAL JOURNAL OF ENTREPRENEURIAL BEHAVIOUR & RESEARCH.	
Lanzini Pietro, Stocchetti, Andrea, <i>From techno-centrism to socio-centrism: The evolution of principles for urban sustainable mobility</i> , INTERNATIONAL JOURNAL OF SUSTAINABLE TRANSPORTATION.	Lanzini, P.
Pitsakis, Konstantinos, Giachetti Claudio, <i>Information-based imitation of university commercialization strategies: The role of technology transfer office autonomy, age, and membership into an association</i> , STRATEGIC ORGANIZATION.	
Mingotto E., Montaguti F., Tamma M., <i>Challenges in re-designing operations and jobs to embody AI and robotics in services. Findings from a case in the hospitality industry</i> , ELEKTRONISCHE MÄRKTE.	

Starting from 2018, within the framework of the Project of Excellence, a specific award for research is assigned to the DMAN members that publish in highly-ranked journals. The aim of this award is to stimulate the scientific production in highly-ranked and highly-visible international peer-reviewed journals. The criteria and procedure for the allocation of this award are described in the Project of Excellence's Guidelines. The main indicator for the allocation of the research award is the ABS-DMAN list. An incentive is assigned to each article according to its category in the ABS-DMAN list as follows:

ABS-DMAN list categories	Incentive
4*	10,000 EUR
4	3,000 EUR
3	1,000 EUR

The table below reports the allocation of research incentives and categories over 2018-2020.

Year	Total allocation of research incentives	Publications	Number of publications per category		
			4*	4	3
2020	56,500	31	1	17	13
2019	27,500	11	1	4	6
2018	39,500	13	2	6	5

Sezione E – Supporto all'internazionalizzazione

Linee guida per la compilazione

Indicare eventuali regolamenti dipartimentali di assegnazione delle risorse per finanziamento/concessione di mobilità internazionale *incoming and outgoing* (ad esempio mettendo un link al regolamento considerato), quali sono stati i risultati delle assegnazioni e i criteri di valutazione degli stessi nell'anno di riferimento della relazione.

Sottosezione E.1 – Mobilità in ingresso/uscita dei ricercatori

Istruzioni per la compilazione:

- *Visiting scholars – attività seminariale*: il Regolamento di Ateneo prevede che i Visiting scholar, oltre all'attività di ricerca, possano tenere anche attività di tipo seminariale. In alternativa indicare "None";
 - *Visiting professors- attività di insegnamento*: Indicare gli insegnamenti tenuti dal Visiting professor, inclusi quelli di dottorato;
 - *Fonte del finanziamento*: ad esempio: Fondi dipartimentali, Prin, H2020;
 - *Mobilità in uscita: nei campi relativi alla tipologia e alla durata* indicare ad es.: anno Sabbatico – 1 anno, Dual appointment, congedo per motivi di ricerca, 3 mesi. Non riportare semplici missioni.
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VISITING SCHOLARS

Period	01/02/2018 – 31/03/2018
Name	CATANZARO Daniele
Home institution	Università Cattolica di Louvain (Belgio)
Research area	MAT/09 (prof. R. Pesenti)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	01/02/2018 – 31/03/2018
Name	ZAN Luca
Home institution	Università di Bologna
Research area	SECS-P/12 (prof.ssa P. Lanaro)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	3/04/2018 - 31/05/2018
Name	LAZZARO Elisabetta
Home institution	HKU University of the Arts Utrecht (Paesi Bassi)
Research area	SECS-P/08 (prof. F. Casarin)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	1/06/2018 - 31/03/2019
Name	USUGAMI Jiro
Home institution	Aoyama Gakuin University (Giappone)
Research area	SECS-P/07 (prof.ssa Mio)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	1/08/2018 - 31/07/2019
Name	GIL Tiago Luis
Home institution	University of Brasilia (Brasile)
Research area	SECS-P/12 (prof. G. Favero)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	20/08/2018 - 21/09/2018
Name	XUEZHONG Tony He
Home institution	University Technology Sydney (Australia)
Research area	SECS-S/06 (prof. M. Tolotti)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	2 months in the period 5/11/2018 - 31/08/2019
Name	GOTTI Giorgio
Home institution	University of Texas at El Paso (USA)
Research area	SECS-P/08 (prof. F. Zirpoli)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	2 months in the period 5/11/2018 - 31/08/2019
Name	LAZZARO Elisabetta
Home institution	HKU University of the Arts Utrecht (Paesi Bassi)
Research area	SECS-P/08 (prof. F. Casarin)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	26/11/2018 - 22/05/2019
Name	CONTU Alessia
Home institution	University of Massachusetts (Boston - USA)
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	10/12/2018 - 22/05/2019
Name	SAMIOLO Rita
Home institution	King's College di Londra (UK)
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/02/2019 – 30/04/2019
Name	DARAMOLA Oluwole Philip (D.R. n. 682/2018 del 18/07/2018)
Home institution	Obafemi Awolowo University (Ile-Ife, Nigeria)
Research area	SECS-P/12 (prof. G. Favero)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	February - May 2019
Name	WIJNHOVEN Alphonsus Boudewijn Jacobus Maria (D.R. n. 17 del 15/01/2019)
Home institution	University of Twente (Olanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	February - May 2019
Name	DE VISSER Matthias (D.R. n. 146 del 20/02/2019)
Home institution	University of Twente (Olanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	March 2019 - October 2019
Name	WAIZENEGGER Lena (D.R. n. 151 del 20/02/2019)
Home institution	University of Auckland (Nuova Zelanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/03/2019 -22/05/2019
Name	BONINI BARALDI Sara (28/02/2019 e D.R. n. 372 del 13/05/2019)
Home institution	Università di Torino
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/03/2019 -22/05/2019
Name	VERČIČ Dejan (28/02/2019 e D.R. n. 368 del 8/05/2019)
Home institution	Università di Lubiana (Slovenia)
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	March 2019 - October 2019
Name	METELMANN Jorg (D.R. n. 168 del 28/02/2019)
Home institution	University of St. Gallen (Svizzera)
Research area	SECS-P/08 (prof.ssa M. Calcagno)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	01/04/2019 – 31/07/2019
Name	COMUNIAN Roberta (D.R. n. 682/2018 del 18/07/2018)
Home institution	King's College London
Research area	SECS-P/07 (prof. F. Panizzo)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	15/05/2019 – 15/10/2019
Name	APOSTOLOV Mico (D.R. n. 682/2018 del 18/07/2018)
Home institution	UGD (Macedonia)
Research area	SECS-P/09 (prof. G.S. Bertinetti)
Seminar activities	
Funding Sources	Call of University Visiting Scholar Fellowship

Period	June 2019 - October 2019
Name	OSHRI Ilan (D.R. n. 149 del 20/02/2018)
Home institution	University of Auckland (Nuova Zelanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	June 2019 - October 2019
Name	KOTLARSKY Julia (D.R. n. 150 del 20/02/2019)
Home institution	University of Auckland (Nuova Zelanda)
Research area	SECS-P/08 (prof. G.Vaia)
Seminar activities	
Funding Sources	ESF – Short Research Fellowship – Veneto Region Funds

Period	11/11/2019 - 13/12/2019
Name	PREVOST Jean – Guy (D.R. n. 1016 del 10/10/2019)
Home institution	Università del Quebec (Canada)
Research area	SECS-P/12 (prof. G. Favero)
Seminar activities	
Funding Sources	at the expense of the visiting professor

Period	15/03/2020 - 30/04/2020
Name	PREVOST Jean – Guy (D.R. n. 1016 del 10/10/2019) –Canceled visiting due to Covid-19 pandemic
Home institution	Università del Quebec (Canada)
Research area	SECS-P/12 (prof. G. Favero)
Seminar activities	
Funding Sources	

VISITING PROFESSORS

Period	01/02/2018 – 30/03/2018
Name	BOVE Vincenzo
Home institution	University of Warwick (Inghilterra)
Scientific area	IUS/07 (prof. G. Zilio Grandi)
Teaching activities	Microeconomics 1
Funding Sources	6000€ of University funds

Period	01/02/2018 - 30/03/2018
Name	ALEXANDER David John Anthony
Home institution	
Scientific area	SECS-P/07 (prof.ssa Saccon)
Teaching activities	Contemporary issues in accounting and auditing
Funding Sources	8500€ of University funds

Period	05/02/2018 – 31/03/2018
Name	MUNCHOW Detlef
Home institution	Advisor to banks
Scientific area	SECS-P/10 (prof.ssa Comacchio)
Teaching activities	Leadership, Organization and strategy
Funding Sources	1.800€ funds of Electrolux

Period	26/03/2018 – 30/06/2018
Name	IANNI Antonella
Home institution	University of Southampton (Great Britain)
Scientific area	prof. Pasini Giacomo (Department of Economics)
Teaching activities	Economia Politica 2 (insegnamento su CDL)
Funding Sources	2700€ of University funds

Period	08/05/2018 - 07/05/2019
Name	STEELS Luc
Home institution	University of Bruxelles
Scientific area	SECS-P/08 (prof. Massimo Warglien)
Teaching activities	
Funding Sources	H2020 – project "Odyceus"

Period	from 17/09/2018 and for 40 days after his arrival in Italy
Name	RADER Jack S.
Home institution	University of South Florida (USA))
Scientific area	SECS-P/09 (prof. Bertinetti)
Teaching activities	Financial Policies & Investment Strategy
Funding Sources	5500€ of University funds + 3.500€ of Departmental funds

Period	1/02/2019 - 30/03/2019
Name	ALEXANDER David John Anthony (D.R. n. 926 del 12/10/2018)
Home institution	Birmingham University
Scientific area	SECS-P/07 (prof.ssa C.Saccon)
Teaching activities	Contemporary Issues in accounting and auditing
Funding Sources	8500€ of University funds

Period	2/11/2019 - 15/12/2019
Name	OXELHEIM Lars Christer (D.R. n. 554 del 10/07/2019)
Home institution	University of Agder (Norvegia)
Scientific area	SECS-P/09 (prof. G.S. Bertinetti)
Teaching activities	Financial Policies & Investment Strategies -2
Funding Sources	5250€ of University funds + 5250€ of Departmental funds

Period	2/11/2019 - 15/12/2019
Name	ERRAN Carmel (D.R. n. 426 del 30/05/2019)
Home institution	American University (Washington - USA)
Scientific area	SECS-P/08 (prof. G. Vaia)
Teaching activities	Global Sourcing and Digital Human Cloud
Funding Sources	11.500€ of University funds

Period	2/11/2020 - 15/12/2020
Name	Andrea Moro (D.R. 833 del 28/09/2020)
Home institution	Cranfield University (Regno Unito)
Scientific area	SECS-P/09 (prof. Giorgio Stefano Bertinetti)
Teaching activities	Financial Policies and Investment Strategies
Funding Sources	6500€ of University funds

Period	3/02/2020 - 14/03/2020
Name	ALEXANDER David John Anthony (D.R. n. 553 del 10/07/2019)
Home institution	Scholar on International Financial Accounting
Scientific area	SECS-P/07 (prof.ssa Chiara Saccon)
Teaching activities	Contemporary Issues in accounting and auditing
Funding Sources	8500€ of University funds

MOBILITÀ IN USCITA

Name	COLAPINTO Cinzia
Research area	SECS-P/08 - Goal Programming Models for Managerial Strategic Decision Making, Applied Mathematical Analysis: Theory, Methods, and Applications Editors - Environmental sustainability and multifaceted development: multi-criteria decision models with applications
Host institution	Khalifa University – Abu Dhabi - Emirati Arabi
Type and duration of mobility	Visiting Khalifa University e INTERNATIONAL CONFERENCE ON MEDIA AND COMMUNICATION (ICMC 2018) (05/03/2018 -30/03/2018)

Name	LANARO Paola
Research area	SECS-P/12 - research on European arsenals, the Italian one in comparison with the Brest one in the modern age
Host institution	EHESS École des hautes études en sciences sociales - Parigi
Type and duration of mobility	Visiting Professor (06/03/2018 -23/03/2018)

Name	HU Lala
Research area	SECS-P/08 - International Marketing in the Chinese Market: Recent challenges and opportunities for foreign firm
Host institution	King's College of London
Type and duration of mobility	Erasmus+ (19/03/2018 - 23/03/2018 travel excluded)

Name	LI CALZI Marco
Research area	SECS /S06 –The probability to reach an agreement as a foundation for axiomatic bargaining
Host institution	Université Paris 2 Assas
Type and duration of mobility	Erasmus+ (22/05/2018 - 25/05/2018 travel excluded)

Name	HU Lala
Research area	SECS-P/08 - the role of digital and mobile media in the customer journey in China - Luxury brand communication on social media: A qualitative study of the Chinese - The role of digital platforms in the global business environment: the case of China
Host institution	Sophia University - Japan
Type and duration of mobility	Overseas (19/07/2018 -31/07/2018)

Name	LANZINI Pietro
Research area	SECS-P/08 - consumer behavior - empirical investigation on the determinants of travel mode choice in Russia
Host institution	National Research University - Higher School of Economics (HSE)
Type and duration of mobility	Overseas (30/08/2018 - 13/09/2018)

Name	BINTI RAMLI Nur Suhaili
Research area	SECS-P/08 - immigrant entrepreneurship in Italy and the extension to compare the phenomenon in Malaysia - Review of Immigrant Entrepreneurship in the Southern European Countries and its Impact on Economic Growth - Marketing Strategies in the Tourism Industry: Malaysia and Italy
Host institution	University of Malaya, Malaysia
Type and duration of mobility	Overseas (12 -21 September 2018)

Name	FAVERO Giovanni
Research area	SECS-P/12 - research activity focused on a project aiming at assessing the influence of economic forecasts on business decision taken between 1920s and 1929s. - networking with colleagues at the HBS Business History Group (Geoffrey Jones, Walter Friedman, Robert Fredona and Sphus Reinhardt); - elaboration of article based on the archival research findings; - submitted application for a fellowship at the Radcliffe Institute for Advanced Studies of the Harvard University in order to enlarge the comparative study

	<p>research;</p> <ul style="list-style-type: none"> - participation in (a) panel coordinated by Robert Fredona at the latest EBHA conference in Rotterdam (29-31 August 2019)
Host institution	Harvard Business School - Boston
Type and duration of mobility	Thomas K. McCraw Visiting Fellowship in US Business History (01/09/2018 - 15/11/2018)

Name	PANOZZO Fabrizio
Research area	<p>SECS-P/07</p> <p>As for my professional development, this visit to Hanoi has been the last of a pretty significant and regular sequence of contacts with academic institutions in the far east in the last few years. By exploring the possibility with this new academic partner I expanded my knowledge of academic education in the Far East in my area of expertise. I guess I have also started a conversation with local colleagues on the relevance of arts and cultural management, an area of research and education that seems to be pretty underdeveloped in Vietnam. I particularly enjoyed meeting with students with an interest on Arts Management and a plan to conduct part of their studies in Italy. I discussed with several of them about career prospects in cultural management and also signed a couple of recommendation letters to HANU students for admission to master and PHD programs. As for potential future collaborations I can see many opportunities emerging from this visit. On the educational side, HANU appears to be looking for partner universities in the field of tourism management with a cultural twists and Ca' Foscari would definitely qualify for this. Research-wise the opportunities are more within the domain of local cultural heritage and tourist industry. HANU colleagues seem to be very well connected and could facilitate comparative research, for instance of the management of cultural heritage. One other opportunity could be represented by Italian firms that are established in Vietnam and expressed interest in collaborating with Ca' Foscari during a meeting that was organized during my visit by the Italian business community. Also the economic attaché of the Italian Embassy in Hanoi expressed great interest in exploring the possible partnership with Ca' Foscari to promote Italian culture also a driver of economic competitiveness of the "Made in Italy"</p>
Host institution	Hanoi University (Vietnam)
Type and duration of mobility	E+ ICM 2017 (13/01/2019 – 20/01/2019)

Name	FASAN Marco
Research area	SECS-P/07
Host institution	EDC Paris
Type and duration of mobility	Erasmus+ Staff Mobility for Teaching Assignment (STA) (28/01/2019 - 01/02/2019)

Name	PANFILO Silvia
Research area	SECS-P/07
Host institution	Cracow University of Economics
Type and duration of mobility	Erasmus+ Staff Mobility for Teaching Assignment (STA) (01/04/2019 - 05/04/2019)

Name	LANZINI Pietro
Research area	SECS-P/08
Host institution	Aarhus Universitet
Type and duration of mobility	Erasmus+ Staff Mobility for Teaching Assignment (STA) (27/05/2019 - 31/05/2019)

Name	BINTI RAMLI Nur Suhaili
Research area	SECS-P/08
Host institution	Kyoto University (Giappone)
Type and duration of mobility	Ovearseas (30/09/2019 - 11/10/2019)

Name	PONTIGGIA Andrea
Research area	SECS-P/08
Host institution	Bar-Ilan (Israele)
Type and duration of mobility	E+ ICM 2018 (24/11/2019 – 02/12/2019)

Name	VESCOVI Tiziano
Research area	SECS-P/08 We started a collaboration involving other professor of the Department of Management of Ca' Foscari in a new program that will be taught in BIU in the next spring (from May 2020). We are developing an agreement concerning a new course for the MBA program of BIU, for Israeli students, at Ca' Foscari University in 2020. We started a collaboration concerning common research topics in order to develop common pubblications.
Host institution	Bar-Ilan (Israele)
Type and duration of mobility	E+ ICM 2018 (24/11/2019 – 02/12/2019)

Name	RIGONI Ugo
Research area	SECS-P/11 We decided to implement future common teaching activities in what we called "collaborative courses" in which Bar Ilan and Ca' Foscari students work in joint teams on a business case or a practical matter. The playing field to start this experience could be the Corporate banking course I hold in Venice. Moreover I have started discussing potential common research project with Meni Abudi and Alon Raviv.
Host institution	Bar-Ilan (Israele)
Type and duration of mobility	E+ ICM 2018 (24/11/2019 – 02/12/2019)

Name	LANZINI Pietro
Research area	SECS-P/08
Host institution	UDESC - Universidade do Estado de Santa Catarina (Brasile)
Type and duration of mobility	Overseas (09/12/2019 - 22/12/2019)

Name	PERRI Alessandra
Research area	SECS-P/08
Host institution	University of Melbourne
Type and duration of mobility	Visiting period and research seminar at the Department of Marketing & Management (06/01/2020 - 31/01/2020)

Name	FASAN Marco
Research area	SECS-P/07
Host institution	University of El Paso
Type and duration of mobility	Visiting period (05/04/2020 - 10/05/2020)

RICERCATORI IN ANNO SABBATICO O IN CONGEDO PER MOTIVI DI RICERCA

Name	ZIRPOLI Francesco
Research area	SH1_10- Post merger integration - Network governance - Automotive industry
Type and duration of leave	Sabbatical leave – 1YR (01/10/2018 -30/09/2019)

Name	COMACCHIO Anna
Research area	SECS-P/10
Type and duration of leave	Sabbatical leave – 1YR (01/10/2019 -30/09/2020)

Name	VESCOVI Tiziano
Research area	SECS-P/08
Type and duration of leave	Sabbatical leave – 1YR 01/09/2020 - 30/08/2021

Name	FAVERO Giovanni
Research area	SECS-P/12
Type and duration of leave	Sabbatical leave – 1YR 01/09/2020 - 30/08/2021

Sottosezione E.2 – Altre azioni e incentivi per promuovere l'internazionalizzazione

PARTE IV: Attività di Terza Missione

Sezione A – Strategia del Dipartimento e obiettivi relativi alla Terza Missione

Linee guida per la compilazione

In questa sezione il Dipartimento descrive la presenza delle attività di Terza Missione nei documenti strategici/programmatici del Dipartimento e gli eventuali criteri di monitoraggio definiti.

NOTA: questa sezione sarà precompilata con quanto già inserito dai dipartimenti nell'ultima relazione di monitoraggio presentata, con l'indicazione, ove ritenuto opportuno, di aggiornare i contenuti.

The DMAN aims to contribute to the social, cultural and economic development of the community to which it belongs, the city of Venice and the Veneto Region. The DMAN promotes several events and projects with both public and private institutions and local businesses. Such projects often address large-scale issues, such as the relations between business and culture, innovation, the impact of new technologies and sustainability: for this reason, although rooted in the local community, they often end up taking on national and international prominence.

The uniqueness of Venice and the lagoon poses critical challenges regarding the development model of some sectors and activities, such as culture, tourism and mobility. Applied research on tourism and sustainable mobility characterizes several projects also with international partners. In addition, Venice, a symbol of cities of art, and the North East, a region with a high rate of industrial development, are the ideal context for analyzing and stimulating the intersection between management, art and culture.

The DMAN promotes the conditions for recurring and wider-ranging activities to become structural and a recognized reference in elective communities. In this perspective, the DMAN formalizes the process and reporting of "Department of Management Observatories", with the aim of providing an institutional and common content framework that allows more effective actions for their communication and recognition among stakeholders. The DMAN is aware that a structured process for the promotion and measurement of the impacts of the third mission requires the acquisition of new staff resources: on the other hand, the completion of EQUIS accreditation requires such process and makes it not deferrable.

Sottosezione A.1 – Casi studio di Terza Missione

Linee guida per la compilazione

In questa sezione è richiesta la presentazione di massimo **quattro attività di Terza Missione** considerate più significative e rappresentative, per il Dipartimento, tra quelle svolte nell'anno oggetto della relazione nei campi di azione previsti dall'ANVUR. Le tipologie di attività da considerare, sono quelle indicate da ANVUR nelle [Linee guida per la compilazione della Scheda Unica Annuale Terza Missione e Impatto Sociale](#)(SUA-TM/IS) e sotto elencate.

Per ciascuna attività è richiesta una breve presentazione, la descrizione del suo impatto e degli eventuali indicatori utilizzati per misurarlo.

Campi di azione secondo le Linee Guida ANVUR per la VQR 2015-2019:

- a. Valorizzazione della proprietà intellettuale o industriale (brevetti, privative vegetali e ogni altro prodotto di cui all'articolo 2, comma 1, del Decreto Legislativo n. 30/2005);
- b. Imprenditorialità accademica (es. spin off, start up);
- c. Strutture di intermediazione e trasferimento tecnologico (es. uffici di trasferimento tecnologico, incubatori, parchi scientifici e tecnologici, consorzi e associazioni per la Terza missione);
- d. Produzione e gestione di beni artistici e culturali (es. poli museali, scavi archeologici, attività musicali, immobili e archivi storici, biblioteche e emeroteche storiche, teatri e impianti sportivi);
- e. Sperimentazione clinica e iniziative di tutela della salute (es. trial clinici, studi su dispositivi medici, studi non interventistici, biobanche, empowerment dei pazienti, cliniche veterinarie, giornate informative e di prevenzione, campagne di screening e di sensibilizzazione);
- f. Formazione permanente e didattica aperta (es. corsi di formazione continua, Educazione Continua in Medicina, MOOC);
- g. Attività di Public Engagement, riconducibili a:
 - i. Organizzazione di attività culturali di pubblica utilità (es. concerti, spettacoli teatrali, rassegne cinematografiche, eventi sportivi, mostre, esposizioni e altri eventi aperti alla comunità);
 - ii. Divulgazione scientifica (es. pubblicazioni dedicate al pubblico non accademico, produzione di programmi radiofonici e televisivi, pubblicazione e gestione di siti web e altri canali social di comunicazione e divulgazione scientifica, escluso il sito istituzionale dell'ateneo);
 - iii. Iniziative di coinvolgimento dei cittadini nella ricerca (es. dibattiti, festival e caffè scientifici, consultazioni on-line; citizen science; contamination lab);
 - iv. Attività di coinvolgimento e interazione con il mondo della scuola (es. simulazioni ed esperimenti hands-on e altre attività laboratoriali);
- h. Produzione di beni pubblici di natura sociale, educativa e politiche per l'inclusione (es. formulazione di programmi di pubblico interesse, partecipazione a progetti di sviluppo urbano o valorizzazione del territorio e a iniziative di democrazia partecipativa, consensus conferences, citizen panel);
- i. Strumenti innovativi a sostegno dell'Open Science;
- j. Attività collegate all'Agenda ONU 2030 e agli Obiettivi di Sviluppo Sostenibile (SDGs).

PRESENTAZIONE DEI PROGETTI DI TERZA MISSIONE/IMPATTO SOCIALE CASO 1
TITOLO: The Observatories of the Department of Management 1. Observatory on the Italian Automotive Supply Chain 2. Observatory on Business Networks 3. Observatory on Digital marketing and Food
CAMPO D'AZIONE: G. Public Engagement (Divulgazione scientifica e ricerca applicata) J. Attività collegate all'Agenda ONU 2030 e agli Obiettivi di Sviluppo Sostenibile (SDGs), in particolare obiettivi 4, 8, 9, 12, 17.
A. DIPARTIMENTO o DIPARTIMENTI DI RIFERIMENTO: Dipartimento di Management B. AREE SCIENTIFICHE DI RIFERIMENTO: Economia e gestione delle imprese (SECS P/08), Economia ed estimo rurale (AGR/01), Organizzazione aziendale (SECS P/10) C. PERSONALE ACCADEMICO DI RIFERIMENTO: Anna Moretti (Observatory on the Italian Automotive Supply Chain), Anna Cabigiosu (Observatory on Business Networks), Francesca Checchinato – Vladi Finotto – Christine Mauracher (Observatory on Digital marketing and Food)
D. PAROLE CHIAVE 1. Observatory on the Italian Automotive Supply Chain Innovation, supply-chain management, inter-organizational relationship, autonomous driving, green transition 2. Observatory on Business Networks Network contract, network performance, network organization, network dynamics 3. Observatory on Digital marketing and Food Innovation, digital technologies, business models, sustainability.
E. DESCRIZIONE DETTAGLIATA DEL PROGETTO, DELLE SUE FINALITA', MODALITA' DI ATTUAZIONE, DEI TEMPI RICHIESTI; DEI COSTI PREVISTI E DELLE RISORSE DISPONIBILI: 1. Observatory on the Italian Automotive Supply Chain: <ul style="list-style-type: none"> • The intense evolution that has affected the automotive industry in recent years is the focus of the international debate concerning possible future scenarios about the trajectories for vehicles, alternative powertrains, self-driving cars, and the impact of the new urban mobility paradigm. The Observatory stems from the combination of the complementary research skill from CAMI (Center for Automotive and Mobility Innovation – Ca' Foscari), from Anfia (National Association of Automotive Industry) and the Chamber of Trade in Turin. 2. Observatory on Business Networks: <ul style="list-style-type: none"> • It stems from the Co-operation among the DMAN, Infocamere and Retimpresa to foster the interdisciplinary research on the network contract with a managerial and organizational approach. The Observatory carries out annual activities: a database on business network contracts, a survey on the companies involved in the networks, a research report on the business networks, a presentation of the research results to the press, policy makers, experts and professionals. 3. Observatory on Digital marketing and Food. <ul style="list-style-type: none"> • It aims at providing scholars, experts, decision makers within public institutions and firms in the industry with an updated analysis and assessment of the adoption of digital technologies by food SMEs in the North East of Italy. Moreover, the observatory aims at constituting a panel of 550 firms to involve in a recurring data collection and monitoring initiative that will focus on digital technologies, business models and

<p>sustainability. The first edition was conducted in partnership with Volksbank that sponsored the research activity</p>
<p>F. DESCRIZIONE DETTAGLIATA DELL'IMPATTO:</p>
<p>1. Observatory on the Italian Automotive Supply Chain:</p>
<p>The Observatory has become in the last years a reference point for the Italian automotive suppliers that need a guide to understand the evolution of the industry, particularly helpful in these turbulent times (last 5/3 years). Firms participating into the dissemination events are informed about the national and international scenario in terms of economic dimensions, internationalization strategies, market dynamics, and technological evolution. All these information are used by firms to orient their strategies in terms of differentiation, diversification, and internationalization. These information, published in the annual report (publicly available) and reported by the national and local press, are of key relevance not only for the automotive suppliers already settled in the industry, but also for a number of other Italian manufacturing firms looking for new markets of diversification. Moreover, all the Observatory's dissemination activities (events, annual report, press) help policy makers and other institutions (i.e., chambers of commerce, trade unions, industry associations) to orient their actions aimed at the development of the industry, both in terms of turnover and employment.</p>
<p>2. Observatory on Business Networks:</p>
<p>The Observatory spreads the results of its research through the Annual Conference and its researchers participation to conferences, fairs and events. During the Annual Conference there has always been the presence of a representative of Ministry for Economic Development (MISE). Moreover the Observatory has an open channel with entrepreneurs and association for training and advisory activities.</p>
<p>3. Observatory on Digital marketing and Food:</p>
<p>The first edition of the observatory had an impact on the operators of digital marketing in the North-East of Italy and on SMEs in the agri-food industry, thanks to its presentation and the online diffusion of the results. Specifically, the dissemination of the results of the observatory allowed the Agri-food management and innovation lab to be inquired by technology companies and the regional administration that were interested in deepening the results. These first inquiries translated into further projects (of both applied and basic research) that the laboratory is currently developing (e.g.: digital agri-food markets; a new edition of the observatory; a research on organic firms' business models). In general, the observatory aims at equipping firms and the supporting ecosystem of service providers and institutions with adequate competences to embark into paths of digital transformation and to manage the implications of digital technologies on business models and value chains. Finally, these actionable results aim at being disseminated to various audiences, in particular to firms in a variety of segments of the agri-food industry, so to give them indications and blueprints that reflect their specificities in terms of market/product combinations and terroir's strengths.</p>
<p>G. INDICATORI ATTESTANTI L'IMPATTO DESCRIPTTO E PREVENTIVO RAGIONATO DELLE SPESE con riferimento</p>
<p>1. Observatory on the Italian Automotive Supply Chain:</p>
<p>Hard copies of the research delivered to companies of supply chain, policy makers, related institutions: 220 Digital copies downloaded/read online: 143/423 Press coverage: on local and national newspapers Audience to the research presentation Webinar: 200 Research cooperation: IRCRES-CNR Partnership: ANFIA and Torino CCIAA Fundraising: Torino CCIAA €. 1.300,00 and ANFIA €. 1.600,00 + VAT for publishing expenses</p>

2. Observatory on Business Networks:

a) Conferences and workshops

Annual Conference

b) Partnerships and Institutional Relations

Retimpresa, Confindustria, Infocamere

c) Fund Raising

Infocamere, € 1,800 + VAT

d) Press Coverage

Articles and reports on national and local press.

- National press: Il Sole 24 Ore, Il Messaggero.

- Local Press: Corriere del Veneto, Gazzettino (Regional Edition), La nuova Venezia, Il Giornale di Vicenza

3. Observatory on Digital marketing and Food:

A) Events:

- One event dedicated to the presentation of the results of the observatory. The event was participated by 121 subscribers;

- Two papers were then presented to two scientific conferences;

- The results of the observatory were also discussed at the General assembly of Chartered Accountants of the NorthEast of Italy in Dolegna del Collio in September 2020;

- The results of the Observatory were also discussed at a training initiative for agrifood consultants organized by Veneto Agricoltura.

B) Fund Raising:

Volksbank sponsored the first edition of the observatory with 11 thousand euros that were dedicated to two research contracts (8 thousand €) and the organization of the final event (3 thousand €)

The report was downloaded from the Agrifood Management and Innovation Lab 219 times;

Both, national and Local Press Covered the results of the Observatory and the final event (information available from Ca' Foscari's Communication office).

C) Online statistics and figures:

- Impressions on the diffusion of results: 840 (Linkedin Report)+268 (Facebook Report)

- Reach of the posts dedicated to the results of the Observatory: 438 (Facebook)

- Site page dedicated to the observatory: 125 visualizations.

H. DOCUMENTAZIONE AGGIUNTIVA A SUPPORTO DEL PROGETTO

5 attestati (convenzioni con altri enti, rassegne stampa, collaborazioni già avviate, cofinanziamenti, sponsor e sostenitori....)

PRESENTAZIONE DEI PROGETTI DI TERZA MISSIONE/IMPATTO SOCIALE CASO 2
TITOLO: The Spin-offs of Department of Management
1. Anteo
2. Strategy Innovation
3. UpSkill 4.0
CAMPO D'AZIONE: B. Imprenditorialità accademica
A. DIPARTIMENTO o DIPARTIMENTI DI RIFERIMENTO: Dipartimento di Management
B. AREE SCIENTIFICHE DI RIFERIMENTO
1. Anteo Economia aziendale (SECS P/07),
2. Strategy Innovation Economia aziendale (SECS P/07), 3. UpSkill 4.0 Economia e gestione delle imprese (SECS P/08)
C. PERSONALE ACCADEMICO DI RIFERIMENTO:
1. Anteo Chiara Mio (Scientific Director) and Marco Fasan;
2. Strategy Innovation Carlo Bagnoli (Scientific Director), Andrea Albarelli, Giorgio Bertinetti, Maurizio Massaro, Andrea Pontiggia
3. UpSkill 4.0 Stefano Micelli (Scientific Director)
D. PAROLE CHIAVE
1. Anteo Sustainability, Strategy, Integrated thinking, Environment, Natural capital, Carbon footprint, Social capital, Stakeholder engagement, Create Impact.
2. Strategy Innovation Strategy Innovation: Innovation, strategy, business model, design, strategic planning, business ecosystem, digitalization, sustainability, interdisciplinarity, scenarios.
3. UpSkill 4.0 Innovation 4.0, Digital skills, Design Thinking, Higher technical education, Local development, Sustainability, Entrepreneurship, Social innovation, Soft skills, Made in Italy.
E. DESCRIZIONE DETTAGLIATA DEL PROGETTO, DELLE SUE FINALITA', MODALITA' DI ATTUAZIONE, DEI TEMPI RICHIESTI; DEI COSTI PREVISTI E DELLE RISORSE DISPONIBILI:
1. Anteo Its mission was to provide advanced research, advisory services, sustainability strategy definition, planning operational activities and reporting. Over time, Anteo's mission has taken on a wider perimeter including a component that has become fundamental today: the digitalization of many aspects related to sustainability. The main customers are Italian companies. Including sustainability among the key themes for identifying a development strategy, incorporating it into your business model and in all your activities is an essential prerogative and the only real choice to ensure greater efficiency and future for the actions done every day. The company's offer is wide and diversified, with the aim to provide to the various types of clients tailor-made solutions, ranging from services with a high technical content to strategic support activities.

The provision of these services is based on pre-existing internal knowhow and on ongoing research, aimed at identifying innovative methods and tools for analysis and reporting. The development and application of sustainability toolkits allows, for example, to define and quantify the different material topics of sustainability and, as a direct consequence, the areas in which to focus the development of an organization strategy and priority.

Examples of the types of services that Anteo provides to the market are:

- Support in defining the strategies to integrate a proactive approach to sustainability and to communicate it effectively to stakeholders;
- Support in the preparation of sustainability reports and any analysis of the content elements for the preparation of integrated reporting;
- Support for the management of the duties relating to greenhouse gas emissions trading systems (green certificates, offsetting of CO2 certificates, etc.);
- Development of stakeholder engagement processes aimed at implementing proactive behaviors in the field of sustainability through an approach that places people at the center;
- Preparation of audits and sustainability plans to support organizations in order to identify possible sustainability paths and processes.

Projects undertaken so far are mainly connected with organizational development, sustainability assessment, definition of materiality and reporting services. The proposal relating to carbon footprint measurement services is so far less appealing, both due to the presence of various actors who propose it and to a cultural gap and a lack of a clear link between organizational and environmental benefits.

The project Anteo was developed as a function of two elements:

1. the development of an adequate level of awareness of the relevance of sustainability issues by businesses and the Public Administration (demand side);
2. the internal ability to identify innovative methodologies and bring them to the market, in order to ensure to the Spin-off the right degree of competitiveness with respect to the current competitor (supply side).

From 2014 to today, Anteo's market has evolved and now it embraces the philosophy on which the organization was established. Today Anteo contributes to the improvement of the sustainability of the Triveneto area, accompanying companies on their path, bringing out areas for improvement and guiding projects to reduce the negative impacts and improve the positive ones.

2. Strategy innovation

Strategy Innovation was founded in September 2015 to enhance among local companies the research results on the issues of competitiveness of Made in Italy companies and strategic innovation.

Strategy Innovation operates in a national context mainly characterized by small and medium-sized companies and by the specialization in medium-tech sectors (home-furniture, clothing-fashion, light automation-mechanics, food-tourism). In order to meet the urgent need for strategic innovation driven by the challenges of globalization and technological innovation, these companies have traditionally addressed actors from the high and medium-high consulting sector (e.g. BCG, Bain, McKinsey, Deloitte, PwC and others), consultants or small businesses. The spin-off has proposed itself as a new subject offering innovative strategic consulting services, comparable to those of medium-high consulting firms but at affordable prices, focusing on the control of fixed costs and the transfer of academic knowledge.

The spin-off offers to companies in the area, at regional and national level, a methodology to support the transformation of business models, starting with the analysis of corporate identity, to develop and capitalize the potential of new technologies, design-driven innovation and new management approaches. Particularly, the business support model aims to facilitate processes of reflection on the founding values of organizations and their projection into the future, considering the multiplicity of forces (social, technological, political, economic) acting on industrial sectors and competitive environment. In order to realize this value proposition, the spin-off leverage on an interdisciplinary team, including business economists, engineers, sociologists, psychologists, humanities scholars, designers, statisticians, political scientists, psychologists, lawyers, historians.

Research results, which become subject of publications on first-rate international journals in management, are the basis of methodologies and innovative approaches used by the spin-off.

The relationship with Ca' Foscari University allows the spin-off to use the services of the knowledge-enhancement unit (PInK), the recommendations provided by the Research Area (Aric) for the participation in funding programs for research and innovation, and collaborates with Fondazione Ca' Foscari.

The spin-off, in turn, allows Ca' Foscari University to contribute both to the design of executive training activities (for example, the Master in Strategy Innovation and the Workshops for entrepreneurs and managers organized in collaboration with Challenge School) and to the proposal of projects on regional, national and European competitive calls, in partnership with the Departments of the University. Moreover, using a network model, the spin-off promotes the exchange of knowledge and skills among researchers, students, managers and entrepreneurs, involving them in shared project work related to case studies of Strategy Innovation's client companies. Leveraging on employees and collaborators from master's and post-graduate courses at the University, Strategy Innovation offers professional training courses to Ca' Foscari students.

In addition to the Ca' Foscari ecosystem, the spinoff has developed collaborations through the company or its staff with other universities (e.g. IUAV), institutions (e.g. SIAV - Confindustria Veneto, Confartigianato Imprese Città Metropolitana di Venezia), technology transfer centers (e.g. Area Science Park of Trieste, Polo Tecnologico di Pordenone) and incubators (e.g. VEGA - Parco Scientifico Tecnologico di Venezia, Friuli Innovazione).

The relationships with these entities have also stimulated the engagement of other structures of Ca' Foscari University in research projects with national and international impact (e.g. regional projects funded by the European Social Fund, transnational projects funded by the European Interreg programs).

The offer of Strategy Innovation is constantly notified and updated according to the research activities that the company itself promotes.

During 2020, the pandemic event and the slowdown of the activities in the second quarter allowed a deep reflection on the portfolio of services, on the methodologies developed and ready for application, as well as on the skills acquired by Strategy Innovation's employees and collaborators. In particular, the offer - keeping in mind the previously listed services - has been extended to the following services:

- 1) definition of corporate purpose through the analysis of psychological types of the governance;
- 2) creation of enterprise fables;
- 3) analysis of the competitive positioning and the strategic positioning;
- 4) drafting of qualitative and quantitative business plans and economic-financial planning;
- 5) training and support for the redefinition of the organizational structure of some business functions affected by strategic innovation processes;
- 6) writing of economic, social and environmental impact reports on strategic innovation actions promoted;
- 7) drafting of strategic sustainability plans;
- 8) drafting of strategic plans of digital innovation.

3. UpSkill 4.0

Upskill 4.0 is a university spin-off and benefit company of Ca' Foscari University of Venice. The university team that originally gave birth to the company and still holds the main operational roles of the Company (Presidency, Account, Tutor) has gained a range of skills within the "ITS 4.0 Project" promoted by MIUR and the Department of Management of Ca' Foscari University of Venice. From 2017 to date, ITS 4.0 has promoted innovation projects throughout the country with over 75 Higher Technical Institutes (ITS) and over 300 Italian companies, involving over 2500 students.

Upskill 4.0 offers companies, in collaboration with trade associations and foundations, the opportunity to participate in innovative paths centered on active collaboration with groups of students of ITS. The company that participates in the project proposed by Upskill 4.0 has the opportunity to define its own innovative challenge in terms of product and process innovation. Upskill 4.0 identifies on a local or national basis an ITS able to address the innovative challenge proposed by the company. The selected ITS, with the advice of

Upskill 4.0, identifies a team composed of 5/6 young technical students and a tutor. The team faces the innovative challenge proposed by the company with the help of a Upskill 4.0 project manager.

Each innovative project has as protagonists the ENTERPRISE (with its contact person), the ITS (with its team) and the experts put in place by Upskill 4.0. The projects are structured in "Modules", whose succession sees the start of the warm up phase of the project (awareness of the entrepreneur and management team), the launch phase (start-up event), the development phase (structured in five modules that take up the codified phases of the Design Thinking process). At the end of the path there is a commitment in terms of communication and impact assessment.

The company that participates in the path proposed by Upskill 4.0 has access to methodologies for the management of innovation, develops / enhances new skills and abilities, has the opportunity to focus on human resources in view of their possible recruitment.

The management of individual modules is developed through a technology platform developed by Upskill 4.0 currently in progressive evolution. The Upskill 4.0 platform digitally codifies the Design Thinking methodology to enable ITS and companies to undertake experimentation paths on "Industry 4.0" themes. This approach to the development of technology allows to apply structured methods for innovation management and to develop forms of active learning for students, particularly useful to promote soft skills. The human resources available to Upskill 4.0 include:

- 2 university Professors
- 4 researchers
- 2 technology contacts
- 1 sales representative
- 1 contact person for administration and finance
- 1 contact person for institutional relations
- 1 contact person for communication.

F. DESCRIZIONE DETTAGLIATA DELL'IMPATTO:

1. Anteo

Since its establishment, the spinoff has acted locally. Its customers are changing their organization gently but deeply to make sustainability a strategic lever of their business: for example, many of them are going towards a progressive reduction of greenhouse gas emissions.

Also on the social side, Anteo's business contributes positively to improving sustainability. All the organizations followed by Anteo, in fact, have hired staff and are coveted by the people looking for job, they also have positive repercussions on the local area, developing partnerships with local suppliers to encourage shared value creation.

In general, the activities supported by Anteo achieved great results in terms of performance on the reference market and demonstrated great resilience in the moment of the crisis related to the pandemic.

In recent years, Anteo has hosted various internships in the field of sustainability and has welcomed and proposed some topics for the development of degree theses. The companies that are followed by the spin-off have begun to cooperate with the Ca 'Foscari University, they have participated in various lectures, as case studies, and regularly welcome students for internships and thesis projects.

The spin-off combined local action with some exposure at an international level by participating in various initiatives in the support of sustainability issues. The following initiatives see Anteo among the signatories: Natural Capital Coalition (now Capital Coalition), Business for Nature.

2. Strategy innovation

In order to measure the impact of the project and its economic consequences, the main quantitative references of the 2020 activities according to the last approved financial statements are reported below:

- Total production value: € 412,913
- Added value: € 194,603
- Equity: € 33,942

- Annual Work Units (AWU): 5.60

During the two-year period 2020-2021 have been developed or are still underway projects with 46 Italian companies.

The geographic spread of 2020-2021 client companies is shown in Table 1.

Table 1. Customers 2020-2021 per Region

Region	Companies
Veneto	24
Lombardia	12
Friuli Venezia Giulia	5
Trentino Alto Adige	2
Emilia Romagna	1
Piemonte	1
Lazio	1

The size distribution of 2020-2021 customer companies is shown in Table 2.

Table 2. Customers 2020-2021 per dimension

Dimension	Companies
Big	21
Medium	7
Small	9
Micro	9

The increasing knowledge of the needs of businesses and the social fabric has led to:

- contribution, in 2018, in the design of the educational contents of the TDSI-Technology Design Strategy Innovation Master, organized by the Challenge School of Ca' Foscari University Foundation. The spin-off staff, according to their skills, take part in the design, business development, identification of participants and delivery of the master's content, distinctively qualifying the product of Challenge School. Managers and entrepreneurs from the territory attend the master's program. In 2020, the master's degree has been redesigned and named SIM - Strategy Innovation Master, also to give greater evidence and enhancement to the disciplinary areas covered by the Department of Management, increasing the involvement of its professors;
- activation in 2019 of the SIW-Strategy Innovation Workshops, organized by Ca' Foscari University Foundation with the scientific direction of the spin-off. The SIW address national entrepreneurs and managers;
- identification of the Social Impact Index (SI Index) indicator in 2019, to measure the social, environmental and governance responsibility of companies, enhancing how active they are in enabling and promoting a "sustainable future" for the reference territory and for their business ecosystem. As of 31/12/2020, the index has been applied in 10 national companies;
- from the beginning of 2019, contribution in the creation of the University project "Strategy Innovation Hub (SIH)", a place of exchange and action-research, located at the "M. Rispoli" Research and Innovation Hub at the Department of Management of Ca' Foscari University of Venice. The structure gave the opportunity to the spin-off to have an office inside SIH and a modern space for experimentation, training and collaboration. SIH aims to continuously connect people with heterogeneous skills within its virtual and physical space, particularly fostering interaction between students and entrepreneurs.

The spin-off, through the organization of the 2nd (2016) and 3rd (2017) editions of the "Biennale Innovazione", with the organizational support of Ca' Foscari University Foundation and SIF - Strategy Innovation Forum (since 2018), had an active role in involving managers, policy makers, students, teachers, in order to develop entrepreneurial culture, knowledge and relationships functional to the transformation of the Italian business system.

The 2020 edition of the SIF Strategy Innovation Forum focused on AI and Blockchain on Business Models. The edition covered the topic of the impact of Artificial Intelligence and Blockchain on business models. In particular, it delved into how AI, the set of technologies that enables systems of machines, sensors, and algorithms to perform tasks that require human skills, will drive "digital disruption" across industries, stimulating the transformation of traditional business models into algorithm-driven business models, and how blockchain technologies will help make business models distributed, creating value from new assets, reducing transaction costs, and increasing stakeholder trust.

The context of action described above has allowed the spin-off to contribute to the development, in 2020, of the University project VeniSIA, a non-profit corporate accelerator for sustainability, based in Venice and oriented to the development of business ideas and technological solutions able to address climate change and other environmental challenges. VeniSIA supports startups throughout the co-innovation process with partner companies and the development of a business model to be launched on the market. The acceleration themes developed by VeniSIA are: circular economy, climate change, smart cities, clean energy, tourism, cultural productions

3. UpSkill 4.0

Upskill's activities effectively started in 2021 due to the pandemic. During 2020, the company was unable to conduct business or develop projects due to mobility restrictions and because of the uncertain climate prior to the vaccination campaign. During 2021, Upskill 4.0 initiated three construction sites, two of which are nearing completion before the end of the calendar year. These worksites are "Upskill Venice" and "Upskill Sicily", for a total of 11 companies and 74 students involved. The "Upskill Sardegna" worksite, scheduled for completion in May 2022, involves 6 projects.

The worksites initiated by Upskill 4.0 have an economic impact on companies and territories. With respect to companies, Upskill 4.0 coordinates the ITS working groups in order to find 4.0 solutions aimed at guaranteeing companies stable income in the long term as well as a new economic structure of reference through the creation of Business Models and Business Plans. With respect to the territories as a whole, Upskill 4.0 aims to create new connections between local operators and national realities with the aim of stimulating the entrepreneurial drive and innovation.

Collateral to the economic impact, Upskill 4.0 aims to generate a strong social impact by fostering the professional growth of young talents to whom the spin-off offers a support service based on a proven methodology such as Design Thinking. The use of this working method promotes the development of soft skills that are essential to complete the technical training acquired in the ITS environment, including creative thinking, greater confidence and security in public speaking, an entrepreneurial mindset and increasing empowerment.

Finally, the cultural impact is represented by the improvement of the conditions of the territorial context outside the company, which enjoys the innovations made by the close collaboration between Upskill 4.0, ITS, Ca' Foscari University and other public and private entities, leading to a continuous exchange of skills and know-how, thus promoting the development of the territory and the personal and professional training of students and all human resources involved, in a perspective of mutual enhancement between participating entities.

G. INDICATORI ATTESTANTI L'IMPATTO DESCRITTO E PREVENTIVO RAGIONATO DELLE SPESE con riferimento ad eventuali contributi esterni:

1. Anteo

Remarkable examples of the impact:

- Two companies followed on environmental issues have declared progresses towards Net Zero.
- A line of low-emission products was created after a life cycle analysis
- The emissions of two (minor) events were fully offset
- Participation in 10 webinars / year on the theme of natural capital
- Contribution to the drafting of the Natural Capital Protocol•

There are no costs be charged to the University and the financial statements shows a constant moderate generation of profit and the presence of a limited financial leverage.

2. Strategy innovation

This section will summarize the fundamental dynamics of the selected indicators in the 1. social sphere, 2. economic sphere and 3. cultural sphere.

1. Social sphere.

Regarding the improvement of working conditions of the people operationally involved in the new company, to carry out its activities the spin-off used more than 30 employees from different disciplines other than the ones of the Department of Management. The aim of the spin-off is to progressively employ staff initially involved in collaborative relationships.

Table 1: Annual work units (AWU)

Year	# employee contracts	AWU (Annual work units)
2015	0	0,00
2016	6	3,66
2017	7	3,16
2018	5	2,85
2019	6	3,24
2020	7	5,60

With reference to the number of individuals involved in the spin-off's projects, or promoted by the spin-off itself, with the aim of improving the conditions or quality of life or the territory/environment, the following tables summarize the main figures.

Table 2: TDSI – Technology Design Strategy Innovation Master '18/'19, SIM – Strategy Innovation Master '20-'21

Year	Participants	Corporate partners	Teachers among spin-off staff
2018-2019	27	17	3
2020-2021	35	19	7

Table 3: SIW – Strategy Innovation Workshop

Year	Participants	Partners	Speakers
2019	300	16	34
2020	400	3	16

2. Economic sphere.

2.1 Financial statements: the main quantitative indicators, as evidenced by the financial statements for the period, show a consistently positive production value since 2016.

Table 4: Value of production value of the spin-off, 2015-2020

Year	Value of production
2015	€ 32.787
2016	€ 417.618
2017	€ 450.978
2018	€ 371.345
2019	€ 391.416
2020	€ 412.913

2.2 Number of companies involved: regarding the external relevance with respect to the reference context, in the period 2015-2020 the spin-off carried out strategic innovation projects for 40 companies active in the following regions: Veneto (27), Lombardy (5), Friuli-Venezia-Giulia (3), Trentino Alto-Adige (2), Emilia-Romagna (1), Lazio (1), Campania (1). There are 8 cases of companies that have activated more than one spin-off project.

2.3 Job opportunities: the following table reports the spin-off capacity to generate qualified job opportunities (for each indicator, there is substantial gender parity).

Table 5: Full-time equivalents (FTE) 2015-2020

Year	#FTE	#FTE with a degree	#FTE with a PHD
2015	0,78	0,78	0,59
2016	6,50	6,50	1,60
2017	6,58	6,58	1,63
2018	4,46	4,46	1,36
2019	6,72	6,72	1,23
2020	8,58	8,58	1,65

2.4 Fundraising: the spin-off generated relationships with companies that financed SIH. Of particular note are the companies Maw - Men at Work (20,000 euros) and Foscarini (11,000 euros), already clients of the spin-off and then partners in the university project SIH - Strategy Innovation Hub, managed by Ca' Foscari University Foundation and which saw the restructuring of the "M. Rispoli" Research and Innovation Hub.

3. Cultural dimension

3.1 Training and professionalization

3.1.1 Project work: since 2016, the projects developed by the spin-off have been the subject of project work for students on the university's master's degree courses, evidence of a conception of third mission that considers the value of training talents as a lever to introduce innovation in companies.

The courses referred to are as follows:

- Strategic planning (from 2019 renamed "Strategic planning and innovation");
- Strategy planning and control system;
- Business Model Innovation;
- Value Based Management.

The spin-off has contributed to the development of content for project work in master's degree courses, involving about 250 students per year and carrying out an average of about 80 separate projects shared with companies on a local and national level, presented in hackathon mode in the company.

3.1.2 Dissertations: the spin-off generated content for the development of an average of about 15 master's theses per year through the execution of strategic innovation projects;

3.1.3 Internships: the spin-off hosted about 10 students on average per year in internships, making them participate in the execution of strategic innovation projects;

3.1.4 Hiring: the spin-off activated contacts between students and companies that generated an average of 3 cases of hiring per year of the former in the latter;

3.1.5 Research grants: the spin-off co-financed a third-party project for € 23,000.00, for the funding of a research grant to the Department of Management;

3.1.6 TDSI-Technology Design Strategy Innovation Master later transformed into SIM-Strategy Innovation Master: by virtue of its organization and purpose (section G), the Master conveys to participants a change of perspective from the point of view of strategic innovation, in order to train managers prepared for market changes and able to contribute to the redefinition of their companies' business models.

3.2 Dissemination and networking

3.2.1 Publications: The spin-off generated content for 26 publications on research topics related to strategic innovation in the period 2015-2020;

3.2.2 External workshops: Strategy Innovation Workshop disseminates successful entrepreneurial experiences on specific strategic issues related to digitalization, technological, market and socio-economic trends, corporate culture and social and environmental innovation;

3.3.2 Public Engagement: the spin-off holds the registered trademark of "Biennale Innovazione", an event open to the public with the aim to engage society in debate with experts on virtuous business transformation. The 2018 edition featured the 2006 Nobel Peace Prize winner Muhammad Yunus. The meeting has had a growing interest as evidenced by the increased number of partners: 2015= 18, 2019= 48, and speakers: 2015= 35, 2019/2020= 71.

3. UpSkill 4.0

Expected costs for carrying out the activities undertaken by Upskill 4.0 include:

- the commitment in terms of planning in the area (identification of sectors, selection of companies, creation of opportunities for meetings and communication)
- resources allocated to ITS
- the development and maintenance of the Upskill 4.0 platform and website
- project management (management of the various phases of design thinking)
- the production of video and photographic content

In addition, in its previous activities Upskill 4.0 has interacted with other institutions and public and private entities throughout the country, including ITS Foundations, Foundations financing the projects, ENI Joule, Unicredit, the Veneto Institute for Labour (IVL), Ca' Foscari University of Venice, Confartigianato Venezia Rovigo and the Ministry of Education.

H. DOCUMENTAZIONE AGGIUNTIVA A SUPPORTO DEL PROGETTO

5 attestati (convenzioni con altri enti, rassegne stampa, collaborazioni già avviate, cofinanziamenti, sponsor e sostenitori....)

PRESENTAZIONE DEI PROGETTI DI TERZA MISSIONE/IMPATTO SOCIALE Caso 3
TITOLO:
DMAN for Venice and society:
– VeniSIA
– Aquagranda 2019: A digital collective memory
CAMPO D'AZIONE:
H. Produzione di beni pubblici di natura sociale, educativa e politiche per l'inclusione
J. Attività collegate all'Agenda ONU 2030 e agli Obiettivi di Sviluppo Sostenibile
A. DIPARTIMENTO o DIPARTIMENTI DI RIFERIMENTO: Dipartimento di Management
B. AREE SCIENTIFICHE DI RIFERIMENTO
VeniSIA: Economia aziendale (SECS P/07)
Aquagranda 2019: Economia e gestione delle imprese (SECS P/08)
C. PERSONALE ACCADEMICO DI RIFERIMENTO
VeniSIA
Carlo Bagnoli – Scientific Director
Giorgio Stefano Bertinetti
Andrea Pontiggia
Tiziano Vescovi
Monica Billio
Stefano Campostrini
Aquagranda 2019
Massimo Warglien
Luc Steels
D. PAROLE CHIAVE (10 parole chiave caratterizzanti per qualificare il progetto e il suo impatto economico, sociale e culturale)
VeniSIA
Venice, sustainability, climate change, acceleration, business model, startup, co-innovation, smart cities, tourism, circular economy.
Aquagranda 2019
Acqua Alta, Digital archives, Collectiv ememory
E. DESCRIZIONE DETTAGLIATA DEL PROGETTO, DELLE SUE FINALITA', MODALITA' DI ATTUAZIONE, DEI TEMPI RICHIESTI; DEI COSTI PREVISTI E DELLE RISORSE DISPONIBILI:
VeniSIA
VeniSIA is a non-profit corporate accelerator for sustainability, based in Venice and oriented to the development of entrepreneurial ideas and technological solutions to address climate and environmental challenges. The ultimate goal of VeniSIA is not to make an accelerator in Venice but to make an accelerator out of Venice and to transform it into the oldest city of the future.
VeniSIA supports startups in the co-innovation process with partner companies and in the development of a business model for market access. VeniSIA develops the following fields:
- circular economy;
- climate change;
- smart cities;
- clean energy;

- tourism;
- cultural productions.

VeniSIA transforms the “either/or” relationship between the dimensions of sustainable development (environmental and social vs. economic) in a “both/and” one. The “sine qua non” condition is to shift from linear business models to circular ones, because only radical innovations in business models, mediating between technological development and profit creation, allow the achievement of the SDGs.

Venice has always been a global example of environmental, social, economic and cultural innovation. The past can be an insight onto the future and one of the challenges of VeniSIA is also to rediscover the humanistic culture as a foundation, as an inspiring engine, as an interpretative key, as a bearer of meaning of a new economic development, of new sustainable business models that, rethought and made efficient by technology, are able to combine choices attentive to the protection of the environment, sensitive to the needs of the person, committed to the preservation and enhancement of cultural heritage, creative and suitable to improve the quality of life.

Today, Venice is facing major environmental and social challenges, such as drowning, over-tourism, depopulation, shared on a global scale with many other major cities. The ambition of VeniSIA is to gather global efforts to achieve the SDGs, especially those related to climate change. Moreover, the ongoing crisis given by the pandemic situation has exposed Venice to an additional difficulty, related to its dependence on a tourism-based economy. In addition to the declining figures of tourist presences in the city, there is the phenomenon of depopulation, losing 1.000 residents per year due to the high cost of housing and offices. The reference context of VeniSIA is given by the UN SDGs. VeniSIA has selected some sustainability goals to be achieved by 2030 and in particular has identified the following as valid for finding innovative solutions related to the city of Venice:

- SDG 7: ensure access to affordable, reliable, sustainable and modern energy for all;
- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable;
- SDG 12: ensure sustainable consumption and production patterns;
- SDG 13: take urgent action to combat climate change and its impacts;
- SDG 14: conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- SDG 15: protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

In particular, VeniSIA works to design, find and support innovative startups that develop sustainable solutions/services addressing the following indicators, which are particularly significant for Venice:

- 7.2 Increase substantially the share of renewable energy in the global energy mix;
- 7.3 Double the global rate of improvement in energy efficiency;
- 11.2 Affordable and sustainable transport systems;
- 11.4 Protection of cultural and natural heritage;
- 11.5. Reduction of the effects of natural disasters;
- 11.6 Reduction of the environmental impact of cities;
- 12.2 Achieve the sustainable management and efficient use of natural resources;
- 12.3 Reduction of food waste;
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle
- 12.5 Reduction of waste generation;
- 13.1 Strengthening of resilience and adaptive capacity to climate change;
- 14.2 Protection of marine and coastal ecosystems;
- 14.4 Sustainable fishing;
- 15.1 By 2030, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements;
- 15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world;

15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2030, protect and prevent the extinction of threatened species.

Aquagranda 2019

On the night of November 12, 2019, Venice was submerged by 187 cm of water. A disaster, which recalled the Acqua Granda of '66 and the delicate balance between water, the city and the community that inhabits it.

A huge amount of private messages, written and voice, photos, videos and posts on social networks, has told moment by moment those frantic hours. Much of this material has been collected and returned to the public thanks to the Aquagranda 2019 project, carried out by the Department of Management within the European project Odyceus, together with Science Gallery Venice and in collaboration with the partner institutions of the Venetian District of Research and Innovation (DVRI), sponsored by Confartigianato.

The idea of building a collective digital memory was born thanks to the impulse of Odyceus, a European research project that deals with social conflicts in Europe by analyzing online debates. It's a way to commemorate the catastrophe, understand the community's reaction, and offer new critical insights on how to deal with future adversity. It is a digital community memory developed by the case study leader UNIVE allowing citizens to collectively remember and reflect upon catastrophic flooding events through the documentation material shared by the community itself on social media. This experience will help Empower-Ocean at analysing the ways in which communities spontaneously coordinate and lead relief actions to aid vulnerable groups and cultural heritage institutions in case of high tides floods.

F. DESCRIZIONE DETTAGLIATA DELL'IMPATTO:

VeniSIA

VeniSIA's accelerator program identified the most pressing environmental challenges for the city of Venice, attracting applications from startups from 28 countries working on the following areas:

- Air pollution, which addresses the issue of the widespread use of water vehicles powered by combustion engines;
- Artificial intelligence, which addresses the issue of flow control in over-tourism;
- Circular economy, which responds to the problem that the Venetian economy is largely dependent on a model based on over-tourism;
- Clean energy, which responds to the problem of the difficulty of having access to clean energy in the Venetian area;
- Digital communication, which responds to the problem of appropriately communicating the challenges that the city is facing and making every tourist participate in the well-being of Venice;
- Digital marketplace, which responds to the problem of interconnecting small local entrepreneurs with Venetian residents;
- Monitoring solutions for forests, which responds to the problem of managing natural areas in the Venetian inland given the ever-increasing presence of intensive agriculture;
- Renewable energy, which addresses the problem that Venice does not have easy access to renewable energy for buildings, mobility and productive and commercial activities;
- Smart mobility, which responds to the problem of Venetian mobility that is based mainly by combustion engines;
- Waste management, which responds to the problem that Venice's waste collection system is one of the most complex due to the difficulty of using vehicles, the impossibility of installing machinery and the huge number of visitors to the city;
- Water quality, which addresses the issue that when over-tourism resumes, the city will have to deal with this situation again, which has a major impact in terms of water pollution.

VeniSIA leverages on a solid ecosystem to design and implement a comprehensive strategy for the benefit of the entire Venetian area. VeniSIA can count on four ecosystems, namely: academic ecosystem, innovation ecosystem, partners ecosystem and institutional ecosystem.

Academic ecosystem:

1. the Ca' Foscari University of Venice, which among other things offers an international reputation and a case of excellence in research and innovation in several fields;
2. the IUAV University of Venice, which trains talents for the design of spaces and environments and the design of everyday objects and which pays particular attention to new technologies;
3. Fondazione Ca' Foscari Venezia, an important innovation hub in the Venetian industrial district thanks to the many partnerships with SMEs and multinationals in the area;
4. VIU (Venice International University), a consortium of 20 universities from worldwide with an independent campus on the island of San Servolo.

Innovation Ecosystem:

1. the Strategy Innovation Lab (SIL), a digital transformation lab founded by Ca' Foscari University Venice and IUAV University of Venice with the aim of supporting emerging national and international companies in product design, based on digital-first and human-centered logic;
2. the Strategy Innovation Forum (SIF), the largest think tank of entrepreneurs, managers, experts, academics and policy makers belonging to SIC to develop knowledge and create a network for the transformation of the economic system;
3. the Strategy Innovation Workshop (SIW), events oriented on strategic topics and mostly related to digital, socio-environmental and intercultural trends;
4. the Strategy Innovation Master (SIM), a part-time executive master focused on front-end innovation.

Partner Ecosystem:

1. Eni with Eni Joule;
2. Enel;
3. Snam.

Institutional ecosystem:

1. the City of Venice;
2. the Veneto Region.

Aquagranda 2019

The AquaGranda project has created a unique digital archive of a catastrophic event as lived by citizens. It has mobilized a large number of citizens that have contributed through their digital material:

- a field researcher has contacted hundreds of citizens to collect material.
- around 50 high school students have been mobilized to collect interviews with their elder;
- 10 scientist/artists have produced electronic art works based on the digital material collected by the project;
- website making the archive accessible has been created;
- an augmented reality app has been created to make the experience of High Tide visualizable through cell phones and tablets.

Overall, the AquaGranda project has shown that innovative digital methods (developed by ODYCCEUS) can be used to generate and maintain digital representations of the living memory of a community. By combining web data collection and analysis methods with citizen-science approaches, collective memories of extreme events can be captured and put at the service of local communities. Digital community memories, such as the one developed for AquaGranda, have the potential to be accessed, shared, and used in many non-conventional ways. This new approach to the analysis of extreme events and their societal, economic, and political ripples goes well beyond the field and scope of web archaeology and digital social sciences and implies the research of solutions to problems that existing archives usually do not address, because they are made for archivists and researchers. On the other side, the concept of digital community memory is inspired by citizen-science and focuses on the development of community-centric processes with societal benefits. The local community is directly involved in all stages of the construction of a digital community memory,

from the collection of the data to its transformation into insights that can facilitate informed public discussion and deliberation on relevant issues, like climate change.

G. INDICATORI ATTESTANTI L'IMPATTO DESCRITTO E PREVENTIVO RAGIONATO DELLE SPESE con riferimento ad eventuali contributi esterni:

VeniSIA

We do not report numerical indicators because the selection process of startups took place in 2021.

Aquagranda 2019

The AquaGranda project has:

- used contributions from ca 14.000 authors with more than 40.000 contents collected;
- over 7000 online attendances to the launch event (November 2020);
- reached 33.000 persons on Facebook;
- 54 mentions on local and national press.

The budget of the project has been of 30.000 euros.

H. DOCUMENTAZIONE AGGIUNTIVA A SUPPORTO DEL PROGETTO

VeniSIA

VeniSIA has signed important partnerships for different purposes and types of institutions, which are reported below.

FOUNDING PARTNER

Boston Consulting Group

Fondazione Università Ca' Foscari Venezia

INSTITUTIONAL PARTNER

Regione del Veneto

Veneto Sostenibile

Città di Venezia

Università IUAV di Venezia

Venice International University

Unioncamere Veneto

Camera di Comercio Venezia-Rovigo

MAIN PARTNER

Eni

Eni Joule

PREMIUM PARTNER

Enel

CORE PARTNER

Snam

TECH PARTNER

Microsoft

MEDIA PARTNER

TGR

Rai Radio 1

M&C Saatchi
Blum

Aquagranda 2019

The project website:

<https://www.aquagrandainvenice.it/it/welcome>

The exhibition catalog:

https://zenodo.org/record/4739305#.YdYIHBPMI_C

The augmented reality app:

<https://apps.apple.com/cl/app/aquagranda/id1567076648?l=en>

https://play.google.com/store/apps/details?id=com.sciencegallery.venice.AquaGranda&hl=en_US&gl=US

PRESENTAZIONE DEI PROGETTI DI TERZA MISSIONE/IMPATTO SOCIALE CASO 4
TITOLO: Meet Management. Conversazioni sul presente
CAMPO D'AZIONE:
G. Public engagement
A. DIPARTIMENTO o DIPARTIMENTI DI RIFERIMENTO:
Dipartimento di Management
B. AREE SCIENTIFICHE DI RIFERIMENTO:
Economia aziendale (SECS P/07), Economia e gestione delle imprese (SECS P/08)
C. PERSONALE ACCADEMICO DI RIFERIMENTO:
Gaetano Zilio Grandi
Laura Cortellazzo
Anna Comacchio
Fabrizio Panizzo
Tiziano Vescovi
D. PAROLE CHIAVE
Management studies, alumni, community management, new generations, people value in companies, human resources, arts and culture management.
E. DESCRIZIONE DETTAGLIATA DEL PROGETTO, DELLE SUE FINALITA', MODALITA' DI ATTUAZIONE, DEI TEMPI RICHIESTI; DEI COSTI PREVISTI E DELLE RISORSE DISPONIBILI:
"Meet Management. Conversazioni sul presente", is an annual event organized by the DMAN, starting in 2019. It involves the community around the Department, both academicians and managers, to debate and explore the most relevant current management topics.
In 2020 edition the main topics were:
- employment , people and new technologies; - human resources management; - new generations in companies; - creative entrepreneurship.
The event began with a discussion about Industry 4.0 and businesses' risks, then it focused on the value generated by people in a company's context. Due to the demand for highly qualified people, the impact of new technologies and the emergence of new trades, there will be a deep change in the world of work in the next few years. New generations will bring within the companies a different culture, which requires a change of direction. In this overall context, the enhancement of the person becomes essential both within the company and as self employed.
F. DESCRIZIONE DETTAGLIATA DELL'IMPATTO:
Following to the success of the 2019 edition, "Meet Management" was repeated in 2020 both at the same time (February) and in the same way. It was organized by the Department's faculty with Ca' Foscari Alumni Association, founded to bring together former students of the University.

The event involved Professors and alumni who have achieved important positions in the business world. In addition to the faculty, the speakers were:

- Giovanni Costa, emeritus professor of Business strategies at Padua University;
- Germano Bertazzo, Head of sales Italy at LinkedIn;
- Tommaso Galante, HR Director Europe at De Longhi Group;
- Cristina Cocchetto, Senior HR Manager at OVS;
- Marta dalla Via, theater author;
- Ilaria Fantin, musician and events manager;
- Anna Piratti, visual artist;
- Monica Bocanegra, Head of Ca' Foscari Alumni

The registered participants were around 150 people.

G. INDICATORI ATTESTANTI L'IMPATTO DESCRITTO E PREVENTIVO RAGIONATO DELLE SPESE con riferimento ad eventuali contributi esterni

In addition to the 150 participants, the social impact of "Meet Management" is proved by the large number of visualizations, during and after the event. The recorded visualizations were:

- around 5.300 on Facebook's posts;
- around 14.000 on Twitter tweets.

H. DOCUMENTAZIONE AGGIUNTIVA A SUPPORTO DEL PROGETTO

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Sezione B – Dati relative alla Terza Missione

In questa sezione vengono presentati i dati sulle diverse attività di Terza Missione organizzate dal Dipartimento, in accordo con le tipologie previste dall'ANVUR nelle ultime linee guida per la compilazione della SUA-TM e con i criteri utilizzati dall'Ateneo nel calcolo del riparto FUDD (Delibera CDA n.157 del 13/12/2019).

La sezione è precompilata con i dati disponibili nelle banche dati centrali, che potranno essere integrati dal dipartimento.

Sottosezione B.1 – Brevetti

La raccolta dei dati interessa tutti i brevetti accademici, ovvero i brevetti firmati in qualità di inventore da almeno un docente del Dipartimento.

Vengono considerati, in particolare, i brevetti pubblicati in seguito a domande presso EPO e UIBM

NUMERO BREVETTI

2018	2019	2020
-	-	-

ELENCO DEI BREVETTI REGISTRATI NEL PERIODO 2018-2020

ID BREVETTO		ANNO DI REGISTRAZIONE	TITOLO	INVENTORE/I	PROPRIETARIO

Sottosezione B.2 – Spin off

TOTALE SPIN OFF

2018	2019	2020
0	1	0

ELENCO DEGLI SPIN OFF REGISTRATI NEL PERIODO 2018-2020

NOME	ANNO	TITOLARE/MEMBRI
Upskill 4.0 s.r.l.	2019	Stefano Micelli

Sottosezione B.3 – Attività di formazione continua e di Open education

ATTIVITÀ DI FORMAZIONE CONTINUA

	2018	2019	2020
Numero di corsi erogati	32	16	28
Ore di lezione	5095	3486	4964,5
Numero di studenti	562	930	3464

PCTO (Percorsi per le Competenze Trasversali e l'Orientamento)

	2018	2019	2020
Numero di progetti	1	1	0
Numero di studenti coinvolti	2	6	0

MOOC E CORSI BLENDED

	2018	2019	2020
Numero di MOOC erogati - di cui in inglese	1	1	1
	0	0	0
Numero di partecipanti	500	500	500

	2018	2019	2020
Numero di corsi BLENDED erogati - di cui in inglese	4	4	19
	2	1	13
Numero di partecipanti	294	368	1590

The upsurge of the number of blended courses in 2020 is explained by a trend promoted in the last year of the previous Rectorate, boosted by the outbreak of the pandemic. Blended courses has been seen as a way to provide high level teaching under a limited possibility to meet students in person.

PARTE V: Assessment

Sezione A – Auto-valutazione dipartimentale 2020 dello stato della Ricerca e della Terza Missione

Ricerca e didattica sono gli strumenti per produrre iniziative pubbliche a beneficio della società. La società chiede alle Università persone ‘formate e conoscenza’: i nostri prodotti di TM sono quindi ‘ricerca e didattica’ offerti in modo extra-academico per contribuire alle esigenze della società e per stabilire un rapporto biunivoco virtuoso e proficuo. I risultati possono essere anche a lungo termine, ma la via da perseguiere è questa: TM non più (o non solo) TT o PE, ma iniziative condivise con il contesto esterno per reciproco beneficio. Per svolgere TM missione è necessario che vi sia una commistione fra ricerca e didattica, e una dimensione ‘progettuale’ e interdisciplinare.

Sottosezione A.1 - Indicatori

Linee guida per la compilazione

Riportare eventuali indicatori (e i loro valori) che vengono utilizzati in fase di autovalutazione (differenti, relativamente alla auto-valutazione dell’attività di ricerca, da quelli già presentati nella Parte II).

Esempi di indicatori per le iniziative di TM:

- numero e la tipologia degli eventi pubblici presenti in agenda
- eventi in collaborazione con enti pubblici e privati esterni; iniziative realizzate in sede; iniziative realizzate presso le sedi di altre istituzioni pubbliche e/o private

Valutazione della dimensione economica, sociale e culturale dell’impatto generato (ricadute esterne e valutazione della sostenibilità interna dell’iniziativa proposta);

- n. progetti condivisi con altri dipartimenti
- n. soggetti esterni coinvolti

A. DMAN DEVELOPMENT PLAN OBJECTIVES – RESEARCH ACTIVITIES

With reference to the indicators of the University strategic plan, the DMAN development plan includes the following objectives over the period 2019-2020.

1. Total amount of research funds

BASELINE (2015): 0,00 euro/year from European projects on competitive calls (euro 608.937 in 2016; euro 545.035 in 2017).

TARGET: euro 1.516.370 in 2019; 300.000 in 2020 from European projects on competitive calls.

In 2019, the funds from research projects were 1.559.918 excluding the research funds from the Project of Excellence. The relative research projects are: 3 projects Interreg Central Europe, 2 projects Interreg ITA-CRO (DMAN is project leader in a project), 2 projects Marie Skłodowska Curie.

Year	Project	Call	Income (euro)
2020	MIMOSA - MarTime and Multimodal Sustainable passenger transport solutions and services	Interreg V-A Italy - Croatia CBC Programme Call for proposal 2019 Strategicrt	503,300
2019	FARMACCOUNTA - Farm Accountancy Data as a Source for the History of European Agriculture	H2020-MSCA-IF-2018 - Marie Skłodowska-Curie Individual Fellowship	171,473.28
2019	DiaEthic - Map value transformations in a consumer research: sensory experiences and cultural interpretations shape concepts of "ethical diamond" and "mining work ethic" in a global interconnection	H2020-MSCA-IF-2018 - Marie Skłodowska-Curie Individual Fellowship	255,768
2019	Coco4CCI – Culture and Creative Industries COOPERATION COLLIDER	Interreg Central Europe	212,775
2019	ECOS4IN – Cross-border Ecosystem for Industry 4.0	Interreg Central Europe	218,550
2019	SACHE - Smart Accelerators of Cultural Heritage Entrepreneurship	Interreg Central Europe	231,760
2019	SLIDES – Smart strategies for sustainable tourism in lively cultural DESTinations	Interreg ITALIA-CROAZIA	412,810
2019	Nano-Region: una rete aperta per l'innovazione attraverso le nanotecnologie	Interreg ITALIA-SLOVENIA	207,000
2018	CROSSMOBY - Mobility and Transport Service Planning- Pianificazione della mobilità e servizi di trasporto passeggeri, sostenibili e transfrontalieri, all'insegna dell'intermodalità	Interreg ITALIA-SLOVENIA	390,000
2018	Traditional Industries and the Fourth Industrial Revolution: New Trends in the Creation and Protection of Innovation in the Global Automotive Industry	EPO European Patent Office – Call for proposal "Academic Research Programme"	61,400
2018	Dancing Museums. The Democracy of Things	Creative Europe - 2018 EACEA 32/2017	32,500
2018	SMATH - Smart atmospheres of social and financial innovation for innovative clustering of creative industries in MED area	Interreg - MED	286,860
2018	ArTVision+ - Enhancing touristic development and promotion through prism of culture	Interreg - Italy Croatia "Standard Plus"	139,485

2. Interdisciplinary research level

BASELINE (2015): -- project not started.

TARGET: maintenance of the current % of DMAN members registered and actively involved on RFCG teams (46%), in the face of new entries.

In 2019, 34 professors out of 73 were involved (46.6%) and some of them joined multiple teams. The final achievement of the goal will be evaluated at the end of the three-year period. The percentage of joining the teams by researchers, RTDs and in general of new recruits is lower than expected. The problem was reported to ARic. The joining of the teams of DMAN members has been promoted through the DMAN Research

Committee.

3. Number of ERC and MSC

BASELINE (2015): 0.

TARGET: 1 ERC or 1 MSC.

In 2019, 2 MSC have been funded.

4. Total research production

BASELINE (2015): 33 publications in WoS; 33 publications in SCOPUS.

TARGET: +15% publications in WoS and +80% in SCOPUS with respect to baseline 2015.

In 2019, the DMAN policies to support quality scientific production has increased the publications in WoS of 33,3% (44 publications) and those in SCOPUS of 109,1% (69 publications).

B. PROJECT OF EXCELLENCE INDICATORS AND OBJECTIVES

The research section of the Project of Excellence identifies the following indicators and objectives:

1. Development of a new IAM research area

Indicator: ABS-category division of the publications of DMAN members belonging to the IAM research area.

Objectives: passing by new recruited researchers of the DMAN median relative to publications in ABS category 4* or 4.

2. DMAN scientific productivity

Indicators: number and quality of publications.

Objectives: at least 15 publications in category 4*, 15 in category 4, and 30 in category 3. The intermediate objective at the end of the first two-year period is at least 4 publications in category 4*, 4 publications in category 4, and 12 publications in category 3.

3. DMAN fundraising

Indicator: funds allocated.

Objectives: euro 2.500.000 at the end of the five-year period 2018-2022. For monitoring purposes, the intermediate objective is 900,000 at the end of the first two-year period.

4. EPAS-EQUIS accreditation

Indicator: respect of the milestones in the EFMD accreditation for international business schools.

Objective: maximum deviation of 3 months.

C. DMAN DEVELOPMENT PLAN OBJECTIVES – THIRD MISSION ACTIVITIES

Public engagement events organized by DMAN are reported below.

Language		Overall
Italian	English	
36	19	555

Some events had a large audience: for instance, the Strategy Innovation Worshop (see above table 3 in the Spin off case box) had around 400 participants.

These events comprise only the ones reported in the “Agenda di Ateneo”.

Sottosezione A.2 – Analisi generale, con riferimento ai dati riportati nelle parti I-IV del format

Linee guida per la compilazione

- La riflessione auto-valutativa del Dipartimento sulle attività di Ricerca e di Terza Missione svolte nel 2020 **va posta in relazione a quanto riportato nelle Parti I, II, III e IV della presente relazione**, includendo in particolare un’analisi dell’andamento degli indicatori della Parte II negli ultimi (almeno) tre anni e del livello di raggiungimento degli obiettivi triennali del Dipartimento.
 - È opportuno **specificare le criticità ma anche i punti di forza** o semplicemente gli aspetti su cui non si ritiene di dovere intervenire in modo specifico perché, ad esempio, i risultati raggiunti sono già in linea con le linee di sviluppo del Dipartimento, **rendicontando attentamente lo stato di avanzamento delle azioni correttive previste nella relazione precedente**, giustificando l’eventuale mancata attuazione di alcune di esse.
 - L’analisi deve prevedere una sezione dedicata al giudizio del Nucleo di Valutazione di Ateneo relativo all’ultima Relazione dipartimentale di monitoraggio presentata, in cui **fornire una risposta puntuale alle eventuali criticità sollevate e alle indicazioni ricevute ed evidenziare le azioni correttive attuate**.
 - **Va data evidenza alle azioni previste** dal Dipartimento ai fini dello sviluppo e della valorizzazione delle attività di Ricerca e di Terza Missione.
-

A. VALUATION OF ASSESSMENT BOARD (NUCLEO DI VALUTAZIONE)

Analisi delle relazioni dipartimentali 2020 (monitoraggio ricerca periodo 2017-2019)

Nucleo di Valutazione di Ateneo – Luglio 2021

[omissis]

In questo documento il Nucleo di Valutazione riporta la sua analisi in merito alle relazioni dipartimentali 2020 e riferite al triennio 2017-2019: tale analisi ha tenuto conto del sistema ANVURAVA (Autovalutazione – Valutazione periodica – Accreditamento) 2.0, considerando le domande relative ai requisiti R4B1, R4B2 e R4A4, sotto riportate:

R4.B.1 Definizione delle linee strategiche

Il Dipartimento ha definito una propria strategia sulla ricerca e le sue eventuali ricadute nel contesto sociale (Terza Missione), con un programma complessivo e obiettivi specifici definiti in base alle proprie potenzialità e al proprio progetto culturale?

Gli obiettivi proposti sono plausibili e coerenti con le politiche e le linee strategiche di Ateneo?

Sono compatibili con le potenzialità e gli obiettivi generali del Dipartimento e tengono anche conto dei risultati della VQR, della SUA-RD e da eventuali altre iniziative di valutazione della ricerca e della terza missione attuate dall’Ateneo? Dispone di un’organizzazione funzionale a realizzare la propria strategia?

R4.B.2 Valutazione dei risultati e interventi migliorativi

Il Dipartimento analizza periodicamente gli esiti del monitoraggio dei risultati della ricerca condotta al proprio interno, svolto attraverso la SUA-RD, eventualmente integrata da altre iniziative specifiche?

Vengono condotte analisi convincenti dei successi conseguiti, degli eventuali problemi e delle loro cause?

Le azioni migliorative proposte sono plausibili e realizzabili?

Ne viene monitorata adeguatamente l’efficacia?

R4.A.4 - Programmazione, censimento e analisi delle attività di terza missione

L'Ateneo ha elaborato una specifica strategia sulle attività di terza missione?

Dispone di un sistema efficace di monitoraggio delle attività?

Esistono strutture organizzative e risorse dedicate alla attività di valorizzazione?

Viene analizzato adeguatamente l'impatto delle attività di terza missione sullo sviluppo sociale, culturale ed economico, anche in relazione con le specificità ed esigenze del territorio?

In riferimento all'aspetto relativo alla Programmazione, censimento e analisi delle attività di terza missione, il Nucleo di valutazione, consapevole del fatto che il requisito R4.A4 secondo il modello ANVUR-AVA 2.0 è riferito all'Ateneo, ritiene comunque opportuno valutare quanto il Dipartimento sia attivo nelle iniziative di trasferimento tecnologico e public engagement e nel relativo monitoraggio. Tale aspetto è ritenuto, dal Nucleo, importante ai fini della definizione delle strategie dipartimentali e relativa individuazione di obiettivi e target.

La valutazione sulle relazioni 2020 (monitoraggio triennio 2017-2019)

Si rileva un generale miglioramento nel contenuto e nelle modalità di redazione delle Relazioni rispetto all'anno precedente, con un complessivo recepimento dei suggerimenti del Nucleo di Valutazione: tale miglioramento rivela una cresciuta consapevolezza, da parte dei Dipartimenti, della cultura e dei processi di Assicurazione della qualità della ricerca, aspetto che risulta ancor più positivo in quanto, ad ottobre 2020, è entrata in carica la nuova Rettrice e sono stati nominati nuovi Direttori e Delegati di dipartimento.

Seguendo la logica che ha portato il Nucleo a considerare, come elemento innovativo, anche il requisito R4.A4 si segnala, quale considerazione trasversale che emerge dalla lettura delle Relazioni, la necessità di una migliore azione di autovalutazione, proprio in riferimento alle iniziative di Terza missione e Public engagement, parimenti a quanto ben consolidato per l'ambito della Ricerca.

Dipartimento di Management (DMAN)

Per quanto attiene al requisito R4.B.1 - Definizione delle linee strategiche, il Nucleo di Valutazione conferma la valutazione dello scorso anno, ritenendo che la strategia di sviluppo sia ben delineata, coerente con il Piano strategico di Ateneo, con le risorse disponibili e con le potenzialità del dipartimento. L'analisi dedica significativa attenzione alle azioni di internazionalizzazione intraprese e avviate. Apprezzabile è anche l'utilizzo delle risorse del dipartimento di eccellenza per un potenziamento delle politiche dipartimentali, nonché il sostegno alla ricerca di giovani studiosi tramite diverse tipologie di fellowship. Consapevole e adeguato appare anche il ricorso a incentivi per promuovere la qualità e la visibilità della ricerca.

Rispetto al requisito R4.B.2 - Valutazione dei risultati e interventi migliorativi, sono presenti politiche per l'incentivazione dei docenti affinché pubblichino su riviste di elevata qualificazione e sono previste azioni specifiche di miglioramento per la partecipazione a progetti europei con l'obiettivo di incrementarne il numero e anche la qualità. I suggerimenti del Nucleo di Valutazione sulla valorizzazione dell'utilizzo degli indicatori per le azioni di miglioramento e sul potenziamento del processo di monitoraggio delle azioni di miglioramento sono stati accolti (p. 60ss).

Rispetto all'indicatore R4.A.4 - Programmazione, censimento e analisi delle attività di terza missione, le attività citate risultano adeguatamente programmate e coordinate, anche se il loro impatto non è sempre evidente e la "dashboard" di monitoraggio non è ancora stata implementata. Il Dipartimento cita tra le

attività di terza missione l’istituzione di un dottorato industriale (p. 47 e p. 63), che di fatto appartiene al terzo livello della formazione universitaria.

Review of DMAN policies according to the valuation of Assessment Board (Nucleo di Valutazione)

R4.B.1: The DMAN thanks the Assessment Board (Nucleo di Valutazione) for the positive comments.

R4.B.2: The DMAN thanks the Assessment Board (Nucleo di Valutazione) for the positive comments.

R4.A.4: We explained why the “dashboard” to report and monitor the Third Mission is not implemented yet, even though we displayed the progress done. Moreover, this year we have been able to report quantitative indicators on the Public Engagement events. As for the “dottorato industriale” we acknowledge the mistake and we have not mentioned it anymore.

B. ANALYSIS OF RESULTS AND CRITICAL ISSUES RELATIVE TO PARTS I, II, III, AND IV OVER 2018-2020

B.1. RESEARCH ACTIVITIES

The first objective of DMAN is to reinforce and increase the research quality and scientific production of DMAN members (Part I, Section A). To this extent, the DMAN allocates research funds under evaluation criteria that recognize the importance of publishing in English, as well as of being visible in major international repertoires. Further, DMAN uses other improving tools like the co-financing of FEE to encourage active participation to conferences, the proof-reading, and the organization of the Research Day to communicate its research activities internally and externally. Starting from 2019, the DMAN applies guidelines for recruitment and allocation of research awards for publications in highly ranked journals.

The total scientific production decreases from 2018 to 2019 of 27% (Part II, Section B, Sub-section B.1). This is mainly due to the reduction of books parts from 2018 to 2019, as several books were published for celebrating the 150th anniversary of Ca' Foscari foundation in 2018. On the contrary, the total scientific production weakly increases from 2019 to 2020 of 3%, which is due to the increase of journal articles of 32%. The reduction of conference proceeding of 47% shows the negative impact of the Covid-19 pandemic, which has hindered the participation to research events. The increase of Scopus publications is confirmed over 2018-2020, 21% from 2018 to 2019 and 37% from 2019 to 2020. Further, the number of articles in ANVUR “Class A” Journal does not significantly change over 2019-2020, while there is an increase of publications in English from 2019 to 2020 of 20%. When we consider the number of publications in ABS-DMAN list, the number of articles in the several categories is quite steady, except in categories 1 and 3 from 2018 to 2019 and in categories 2 and 4 from 2019 to 2020. It is important to highlight 62% (146/283) of total number of publications in ABS-DMAN list on total number of journal articles, as well as 27% (231/667) of total scientific production is internationally co-authored over 2018-2020.

The DMAN is improving the distribution across different disciplinary fields (Part II, Section B, Sub-section B.2) of its scientific production in Scopus and WoS repertoires. The DMAN consists of four different disciplinary areas (Area 13 - Economics and statistics, Area 1 - Mathematics and informatics, Area 7 - Agricultural and veterinary sciences, Area 12 - Law) and some of them are not bibliometric. The application of guidelines for recruitment and allocation of research awards for publications in highly ranked journals should reduce the gap for some disciplinary fields. We will see soon the results of this application, as it is started just in 2019.

The bibliometric analysis by Faculty role (Part II, Section B, Sub-section B.3) shows an increase of Faculty members present in Scopus over 2018-2020, which is relative to Full Professors and Associate Professors. This result is also confirmed by the growth of Scopus scholarly output. The indicators show 32% (65/203) and 54% (109/203) of Scopus scholarly output relative to Full Professors and Associate Professors on total Scopus

scholarly output over 2018-2020, respectively. The indicators FWCI, Top 10 citation percentile, Top 10 CiteScore significantly decrease from 2018 to 2019, while increase from 2019 to 2020. The 2018 is the critical year due to the amount of book parts published for celebrating the 150th anniversary of Ca' Foscari foundation.

The scientific production of newly recruited researchers (Part II, Section B, Sub-section B.4) indexes a higher quality scientific production in Scopus repertory for Associate Professors equal to 64% (49/76), rather than for Fixed-Term Researchers equal to 27% (35/128). These results are also proved by the Scopus scholarly output for newly recruited researchers, which is 57% (49/86) and 41% (35/86) respectively for Associate Professors and Fixed-Term Researchers.

As regards the performance of PhD students at DMAN, they have achieved the following research mentions and awards over 2018-2020:

- the Best Italian Researchers (BIRD) 2019 award in Denmark; the best young scholar award in the 2019 R&D Management conference; the best paper award in the 2020 Entrepreneurship BAM;
- in 2018 the best paper EDAMBA thesis award distinguished papers; one mention in 2019 EDAMBA thesis competition; one mention in 2020 EDAMBA thesis competition.

Further, the PhD students succeed in publishing some of their papers in leading research journals.

Overall, the previous research findings indicate that the DMAN is improving the classification and evaluation of its publications in international repertoires, even though some critical issues persist. The progressive growth of its research outputs confirms the application of its planned objectives.

The second objective of DMAN is to enhance the ability to access external research funds. The participation to research competitive calls, the presentation of research projects, the agreements, and conventions with private and territorial entities for research activities have led the DMAN to achieve the targets of its Development plan. The data on Research fellowships and Short term Research fellowships confirm these results over 2017-2019 (Part IV, Section B, Subsections B.1 and B.2). Further, in 2019 3 projects Interreg Central Europe, 2 projects Interreg ITA-CRO (DMAN is project leader in a project), 2 projects Marie Skłodowska Curie Furthermore, and in 2020 1 project Interreg were funded.

The third objective of DMAN is to strengthen the research capability through the increase of research grants, with the purpose also to attract foreign scholars. The DMAN promotes research mentions and awards allocation program as well as a specific research award within the Project of Excellence (Part III, Section D). The data on these two research incentives tools highlights a good research performance of DMAN members with reference to the number of mentions per year and the classification of research works on ABS-DMAN list categories.

The fourth objective of DMAN is to enforce a new basic and applied research area, consistently with the mission of the territory and the objectives of Industry 4.0. This objective is particularly focused on the development of the Analytical Intelligence for Management. In 2019, one full professor and one Fixed-Term Researcher/Type B were recruited with a scientific production on this new research area. Further, a research laboratory on the digital transformation was founded in 2020 <https://www.unive.it/pag/41052/>.

The fifth objective of DMAN is achieve the EQUIS accreditation. DMAN considers this achievement as an opportunity to improve its research excellence as well as its capacity to attract high quality faculty. EQUIS classifies research activity into three categories: academic research, practice-oriented research, and pedagogic development and innovation. All these activities are present at DMAN, as the first relates to the scientific production of DMAN academic community; the second refers to the research activity of DMAN

laboratories that is also focused on practice-oriented research <https://www.unive.it/pag/16546/>; while the third aims to improve the learning and teaching quality with innovative teaching program <https://www.unive.it/pag/37374/>. During the various online meetings with the EFMD advisor held in 2020, quality and quantity of DMAN research output had been praised and our DMAN was advised to persist in this positive trend, paying attention to the mapping of the three above-mentioned categories.

Finally, it is important to remind the aim of DMAN to improve its scientific production quality with the application of the ‘Guidelines for Recruitment’ developed by the DMAN Recruitment Committee, which include specific productivity thresholds for applying to tenured positions and represent a crucial area within the Project of Excellence.

B.2. THIRD MISSION ACTIVITES

Last year’s report had highlighted DMAN achievements and also some aspects with still important room for improvements, in particular:

- encouraging structured applied research in connection with companies and non-academic institutions. The “Department of Management Observatories” are prominent examples, also described among the four relevant cases. The DMAN aim was to encourage their activities and at the same time their accountability in order to further develop their potential;
- strengthening the communication division;
- the implementation of a database of Third Mission Activities performed by the Faculty members. It would allow on one hand to have a better representation of what is done, on the other to establish key indicators to monitor the patterns of Third Mission activities, improving the ability to steer it consistently with DMAN development plan.

Progress is being made on each aspect.

As for the applied research, the DMAN will approve on January 2021 new guidelines for the “Department of Management Observatories”. They followed a consultation with existing Observatories which allowed to reach a convergence on what is needed to build an ecosystem able to better promote DMAN applied research.

As for the communication division, DMAN hired a new staff who is also working in connection with the Third Mission delegate. This cooperation allowed to report new indicators on Third Mission, in particular the number of Public Engagement events.

This is clearly a first step toward creating the database of Third Mission, even though we must recognize that this is an ambitious goal which is not met yet. Meanwhile, improvements are apparent: the ongoing fruitful interaction with the Vice-Provost and the Departments’ Delegates allowed to define a template for the reporting of Third Mission activities which has then sent to DMAN faculty members to create a first survey of the activities. We did not report the results because they are still incomplete: a common complaint of faculty is that time constraint forces them to give more importance to design and realize activities at the expense of the reporting phase. This makes clear that a full achievement would require staff employed just for Third Mission, to ease and enhance the feeding of the database.