

Corso START AKIS

Modulo 1: Pianificazione Strategica e Gestione dei Progetti

Programma di dettaglio

Giornata 1

Orario	Contenuti	Docente	Materiali didattici/Strumenti
9.15-9,45	Apertura del corso e icebreaking	Di Falco Oliviero	Question Balloon Icebreaking exercise con quattro palloncini con una domanda “disruptive” scritta sopra. I partecipanti si presentano a partire dalla domanda che trovano scritta sul palloncino
9,45 10.00	Come creare una visione strategica (e come mantenerla valida nel tempo) <ul style="list-style-type: none">- La pianificazione waterfall e la pianificazione agile	Di Falco	Slides a cura del docente
10.00-11.15	Action Planning: Cosa è e come funziona <ul style="list-style-type: none">- Il ciclo dell'action planning- La definizione dello spazio di azione strategica dei GAL- La costruzione della roadmap	Di Falco	Slides a cura del docente <u>Caso 1:</u> La costruzione della roadmap per un percorso di formazione sull'agricoltura sostenibile
11.15-11.30	Coffe break		
11.30 - 13.00	Strumenti di pianificazione e gestione della SSL: Discussione della cassetta degli attrezzi	Di Falco Oliviero	Urbact Toolbox https://urbact.eu/toolbox-home I partecipanti vengono divisi in piccoli gruppi e approfondiscono gli strumenti di un blocco dell'Urbact Toolbox Al termine c'è un momento di presentazione degli strumenti analizzati al resto della classe
13.00-13.30	Strumenti di pianificazione e gestione della SSL: Consolidamento della cassetta degli attrezzi	Di Falco Oliviero	Here, there, everywhere Ricostruzione partecipata della cassetta degli attrezzi attraverso un momento di riflessione in cui i partecipanti scrivono su un tabellone: 1) here (cosa hanno appreso/cosa gli è piaciuto di più); 2) there (cosa applicano di simile o quali altre pratiche vogliono aggiungere dalla loro esperienza); 3) everywhere (cosa potrebbero usare come strumento generalizzabile)
13.30: 14.30	Pausa pranzo		
14.30-16.00	Future thinking e scenari: <ul style="list-style-type: none">- Cosa è il backcasting	Di Falco	Slides a cura del docente Letture di approfondimento

	- Come affrontare le tempeste per selezionare in anticipo i changedrivers		Question and answers on the future of EU Agriculture e documento su future PAC https://agriculture.ec.europa.eu/common-agricultural-policy/cap-overview/main-initiatives-strategic-dialogue-future-eu-agriculture_en#strategic-dialogue-report
16.00-16.30	Conclusione della giornata	Di Falco Oliviero	Car and park exercise

Giornata 2

Orario	Contenuti	Docente	Materiali didattici/Strumenti
9.15-10.30	Future thinking e analisi dei rischi: - i modelli di riferimento per la gestione dei rischi e delle criticità nella gestione del piano - Intelligenza artificiale e prompt design per la gestione dei rischi - Il Risk Register: le esperienze avanzate	Di Falco	Slides a cura del docente Impostazione dei casi di riflessione sulle SLL adattando il modello TEMPESTS sulla base di quanto rinvenibile su questo sito https://www.askfood-observatory.net/forecast-aggregator#:~:text=The%20ASKFOOD%20FORECAST%20AGGREGATOR%20organizes,Economics Esempio di Risk Register e di Risk Management Plan
10.30-11.15	Come costruire il contingency plan per la SSL - La matrice dei rischi in una prospettiva di anticipazione	Oliviero	I partecipanti, utilizzeranno il Forecast Aggregator rispetto a due dimensioni per gruppo per ragionare su segnali deboli e traiettorie di cambiamento da cui possono originare rischi per la loro strategia. Posizioneranno poi i rischi nella matrice di rischio https://flexi-project.com/it/matrice-del-rischio-uno-strumento-fondamentale-per-la-gestione-dei-rischi-di-progetto/
11.15-11.30	Coffe break		
11.30 - 13.30	Modelli di project management per l'attuazione delle strategie europee: - PCM e logframe - PM2 methodology	Di Falco	Guida al PCM https://www.fondazionecariplo.it/static/upload/for/formez_pcm_completo.pdf Manuale e artefatti PM2 https://pm2.europa.eu/resources_en
13.30:14.30	Pausa pranzo		
14.30-16.00	Coordinamento e gestione dei progetti: dall'approvazione alla rendicontazione Selezione degli strumenti PM2 utilizzabili	Oliviero	Laboratorio di gestione dei progetti con utilizzo degli artefatti del PM2
16.00-16.30	Test finale di valutazione degli apprendimenti e del gradimento	Oliviero	Test a risposte multiple a cura dei docenti

MODULO 1

PIANIFICAZIONE STRATEGICA E GESTIONE DEI PROGETTI





**"Oggi una
persona si siede
all'ombra perché
tanto tempo fa
qualcuno ha
piantato un
albero"**

- Warren Buffett



THE
FUTURE
IS
NOW

A glowing neon sign with the words "THE FUTURE IS NOW" in white, illuminated letters. The sign is mounted on a dark blue wall and features black power cables running across it. A vertical red bar is visible on the left side of the frame.

PARTIAMO DAL PRESENTE

BRICS, L'ALTRO MONDO E NOI

A Kazan si è parlato di 'de-dollarizzazione' e di un nuovo ordine internazionale. Ma per Mosca il summit BRICS è più che una 'vetrina' per dimostrare di non essere isolata. L'Occidente farebbe bene a prestare attenzione.



 **ECOMONDO**
The green technology expo.

NOVEMBER 5 — 8, 2024 RIMINI EXPO CENTRE Italy

Novità, aggiornamenti e trend dagli espositori di Ecomondo 2024

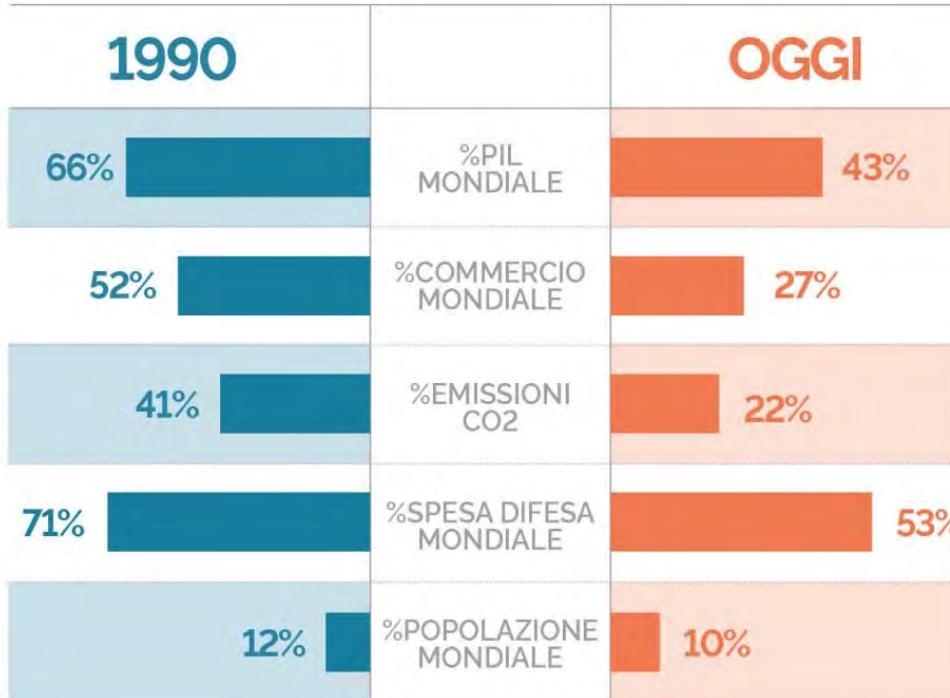
BSC MATERIALS SRL
Hall D3, Booth 210

La **BSC Materials**, divisione commerciale della **Coplast Packaging Srl**, propone un compound 100% **BIO-BASED** che non rilascia microplastiche. I biopolimeri, come **alternativa naturale** alla plastica, in fase di degradazione si trasformano in **HUMUS**. Il compound non degrada in ambiente aerobico, resistente agli UV e modulabile per il tempo di durata. Viene usato in alternativa alle maggiori applicazioni delle **materie plastiche**.



Quanto conta oggi G7?

Variazione del peso delle economie G7 1990 vs oggi su criteri selezionati



Fonte:

elaborazioni ISPI su dati FMI, Global Carbon Project, SIPRI

ISPI

**NO ONE IS
COMING TO
SAVE US**



Forward Thinking on Europe's existential crisis with Marco Buti

January 24, 2024 | Podcast



China drives sustainability innovation

Mark Greeven, Professor of Innovation and Strategy,
IMD and CEO of IMD China

In China, the ESG concept, while Western in origin, has been embraced with a distinct approach that aligns with the nation's "common prosperity" and "dual drivers" ethos. The government's ambitious 2060 carbon-neutralization targets have spurred industries to innovate and commit. For instance, CATL, a leader in the EV battery market with a 37% global share in 2022, achieved a 25% reduction in greenhouse gas emissions intensity within a year and initiated a recycling program with over 99.3% recovery of materials from spent batteries. CATL's sustainability efforts extend to its supply chain, with audits ensuring ESG principles are upheld. This is part of a larger trend, with China aiming to significantly increase non-fossil energy consumption by 2060. Companies like CATL are not just adapting to but driving this change, illustrating a model where government vision and market innovation intersect to champion sustainability.

<https://www.imd.org/ibyimd/2024-trends/sustainability-trends-shaping-corporate-priorities-in-2024/>

World War I



9/11 Terrorist Attacks



2008 Great Recession



2011 Japan Tsunami



1997 Asian financial crisis



Crude Oil Crisis





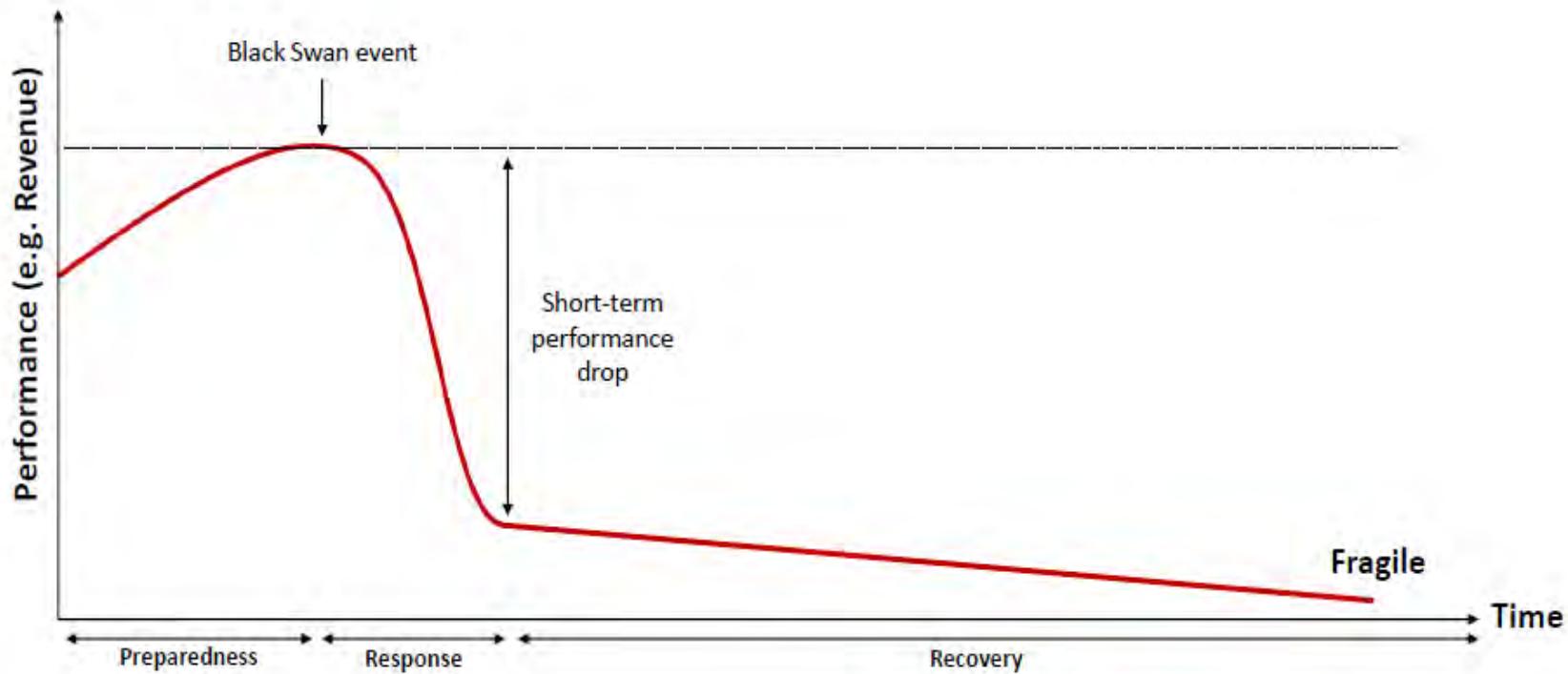


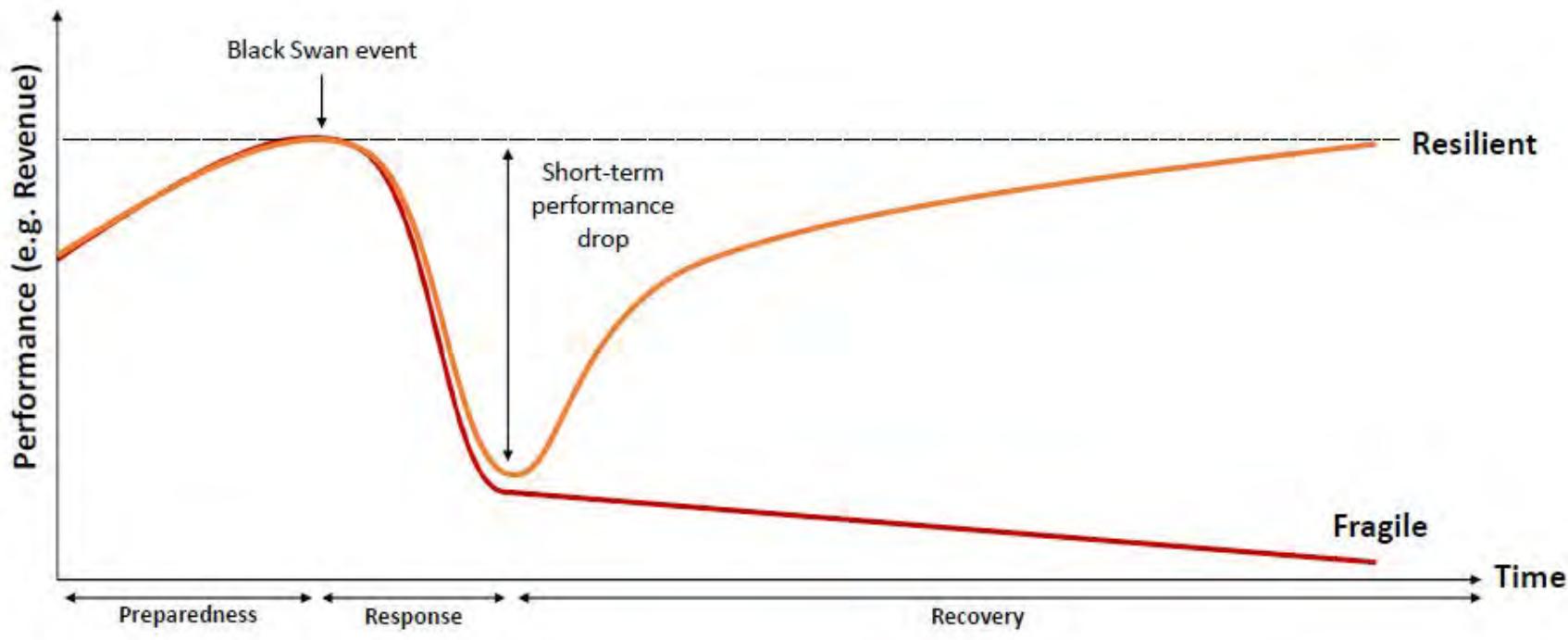
Black swans, gray rhinos, and silver linings: Anticipating geopolitical risks (and openings)

February 24, 2023 | Article



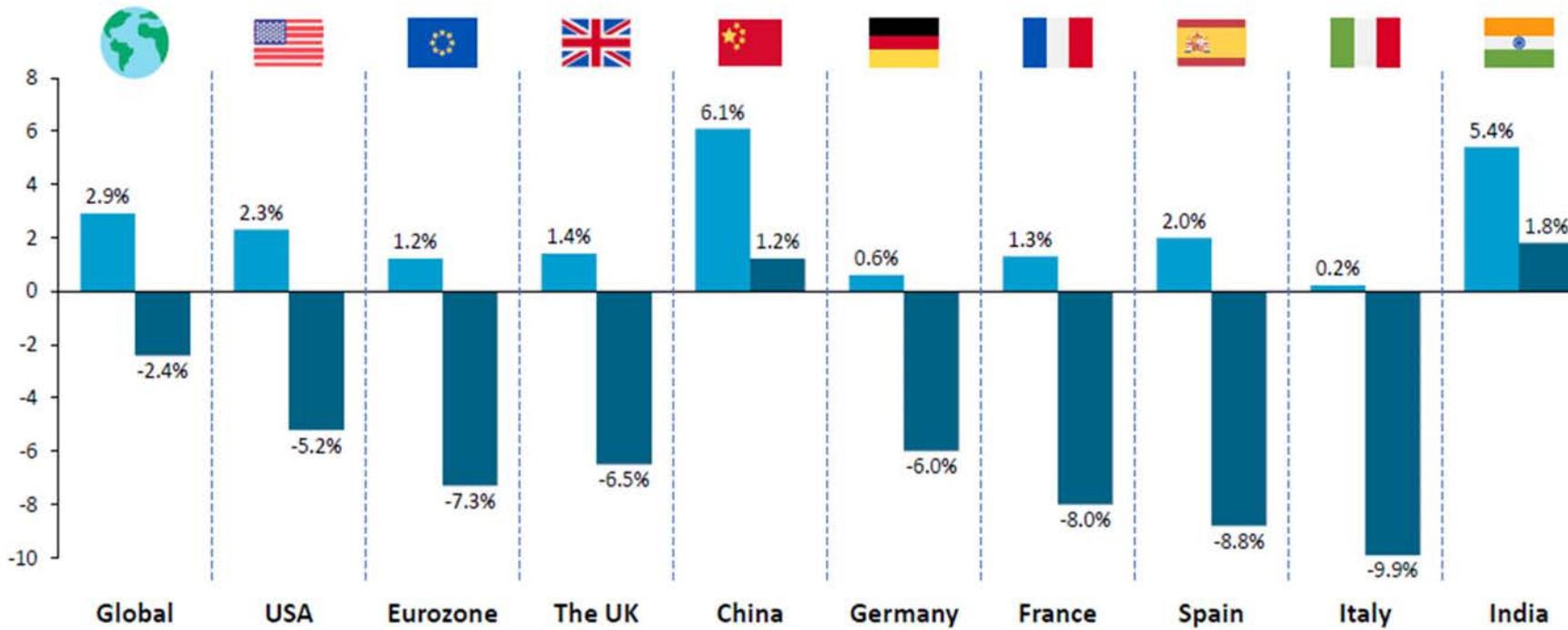
La ricetta segreta | basta con i cigni neri



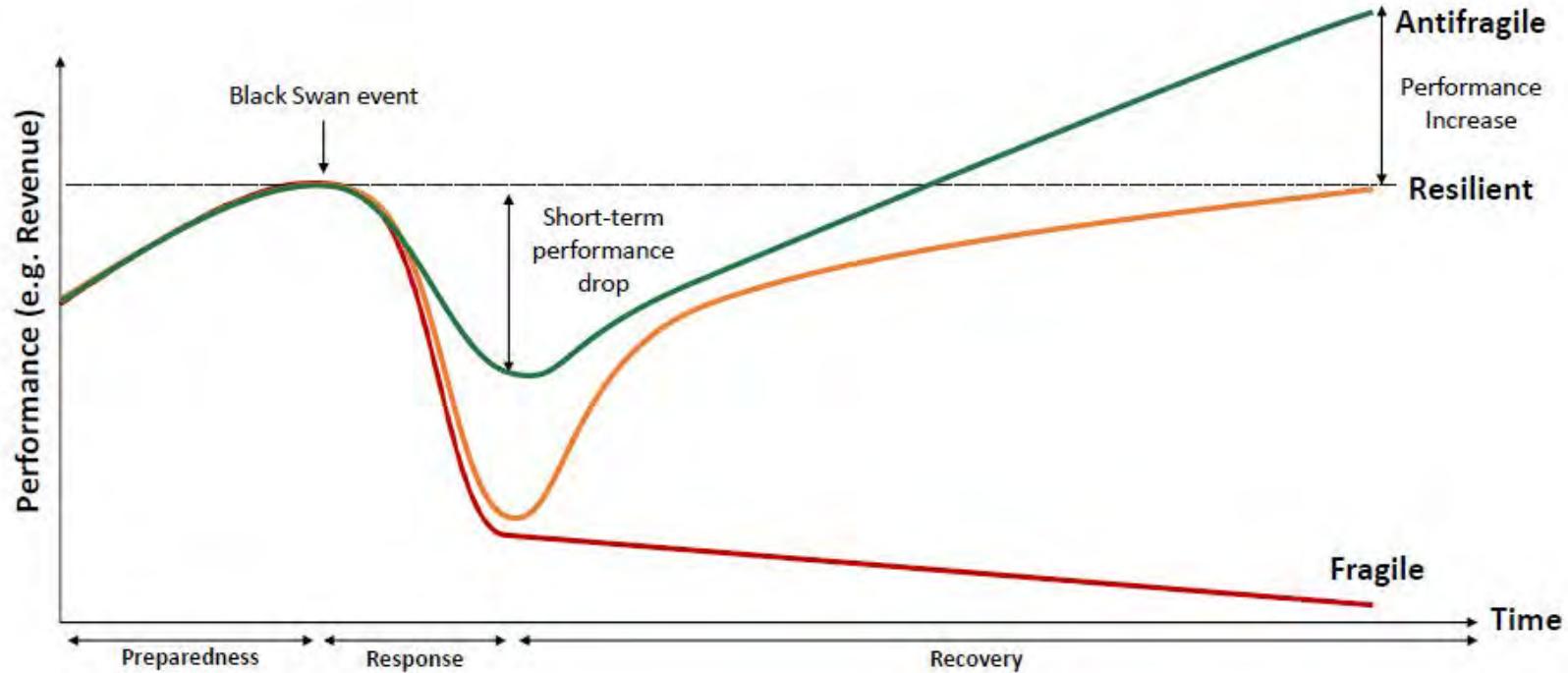


Real GDP Growth Y-o-Y%

2019 Actual Annual GDP Growth 2020 GDP Growth Forecast



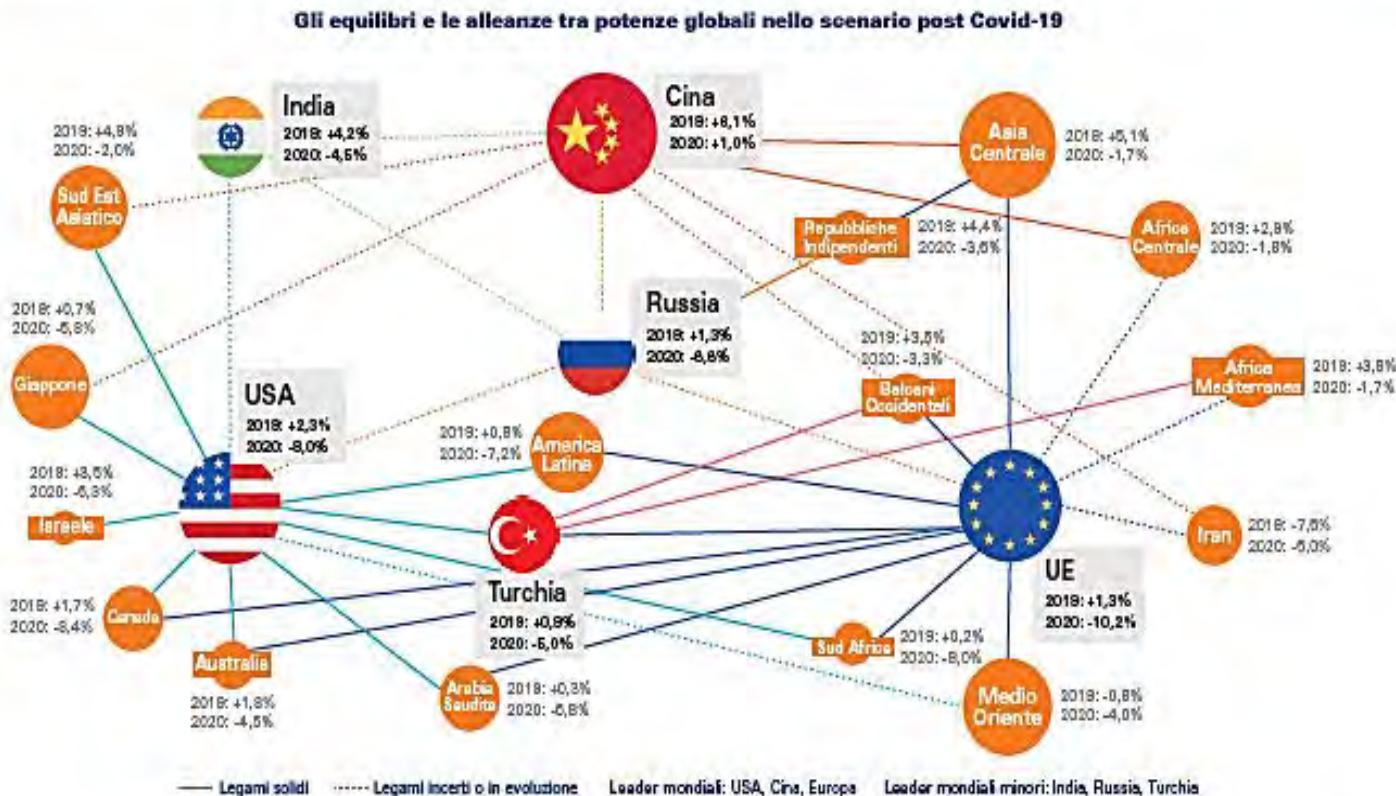
La ricetta segreta | la resilienza non basta





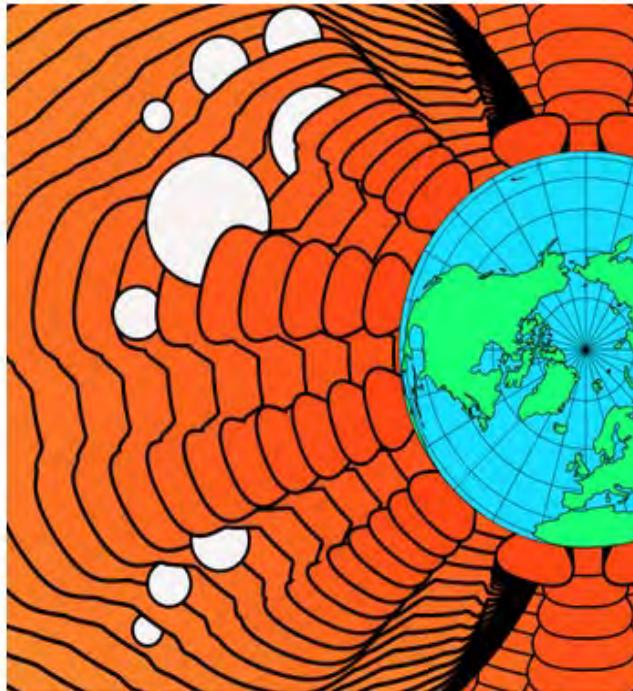
La crisi sta polarizzando la contrapposizione tra le potenze globali verso una nuova "Guerra Fredda" in cui la leadership di USA e Cina risulta indebolita

Nota: la mappa riporta la variazione del PIL reale nel 2019 e le stime per il 2020 (fonti: Fondo Monetario Internazionale, "World Economic Outlook - June 2020 Update"; Banca Mondiale, "Global Economic Prospects – June 2020"); le dimensioni delle bolle indicano la grandezza relativa dell'economia nazionale.



The coronavirus butterfly effect: Six predictions for a new world order

The world may soon pass “peak virus.” But true recovery will take years—and the ripple effects will be seismic. Parag Khanna and Karan Khemka forecast the aftershocks.



If we are lucky, the world will pass “peak virus” within the next six months. But the economy, governments, and social institutions will take years to recover in the best-case scenario. Indeed, rather than even speak of “recovery,” which implies a return to how things were, it would be wise to project what new direction civilization will take. That too will be a bumpy ride. The next 3-5 years will remind us that COVID-19 was the lightning before the thunder.

Of course, it is difficult to draw straight lines between cause and effect. With the benefit of hindsight, we can trace how the Treaty of Versailles and the Great Depression enabled the rise of Hitler. But in the hyperconnected world of today, dense global networks enable butterfly effects to ripple and amplify far more rapidly.

Science
AAAS

Why bird brains are more brilliant than anyone suspect...



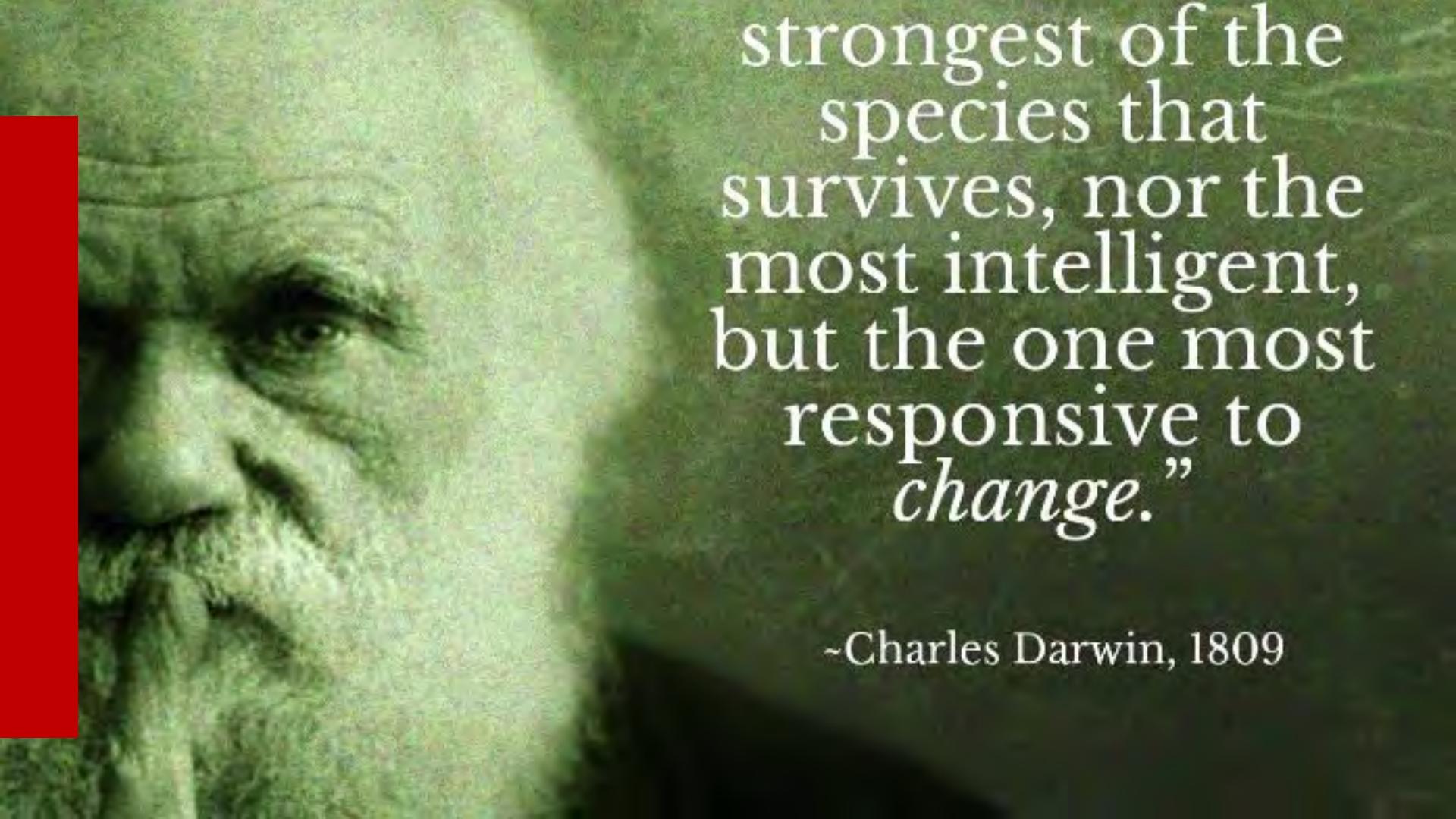
Guarda più...

Condividi



Why bird brains are more brilliant than anyone suspected

By Meagan Cantwell | Oct. 22, 2020, 3:00 PM



strongest of the species that survives, nor the most intelligent, but the one most responsive to *change*."

-Charles Darwin, 1809

PARTIAMO DAL PRESENTE

But tougher economic conditions are starting to weigh on firms' willingness to invest. The share of firms expecting to increase investment halved in 2024, falling to a net balance of 7%, from 14% in 2023.

The European Investment Bank conducts the EIB Investment Survey annually, collecting data on investment activities from around 13 000 firms in the European Union and the United States.

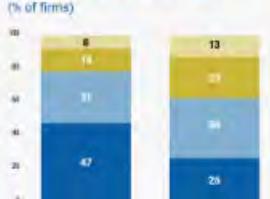
Key takeaways from the 2024 Survey:

- One in three EU firms (34%) say that stricter climate standards and regulations will pose a risk to their business, compared to 42% of US firms.
- 26% of EU firms are investing in expansion, below 32% in the US.
- EU firms are more likely than US firms to have invested in or adopted sustainable transport and renewable energy generation.
- Energy costs remain a major obstacle to investment for 46% of EU firms.

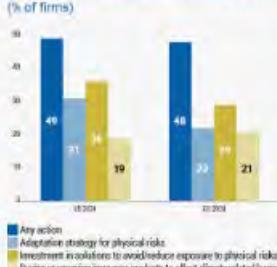
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FUTURE INVESTMENT PRIORITIES (% of firms)



BUILDING RESILIENCE TO CLIMATE RISKS (% of firms)



■ Capacity expansion
■ Replacement
■ New products/services
■ No investment planned

■ Any action
■ Adaptation strategy for physical risks
■ Investment in solutions to avoid/reduce exposure to physical risks
■ Buying or renewing insurance products to offset climate-related losses

VATTENFALL

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NEWS ■ WIND ■ 21 OCTOBER 2024

Wind turbine turned into compact living



NEWS ■ SUSTAINABILITY AND ENVIRONMENT ■

7 OCTOBER 2024

Shifting the climate narrative



NEWS ■ SUSTAINABILITY AND ENVIRONMENT ■

23 SEPTEMBER 2024

Fossil-free fertilisers: A key to cutting carbon emissions

PARTIAMO DAL PRESENTE



PARTIAMO DAL PRESENTE

Le 50 parole più utilizzate nel rapporto di Mario Draghi

Il conteggio delle singole occorrenze sul documento di 1.572.739 battute, 135.941 parole, 1.137 capitoli/sezioni, 328 pagine e 199 grafici

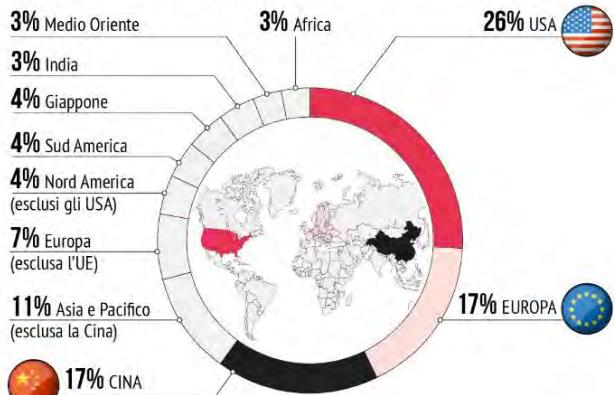


Fonte: Elaborazione Withub sul rapporto "The future of European competitiveness"

eunews

IL PIL MONDIALE

Distribuzione tra continenti e principali Paesi



FONTE: Fondo monetario internazionale, 2024

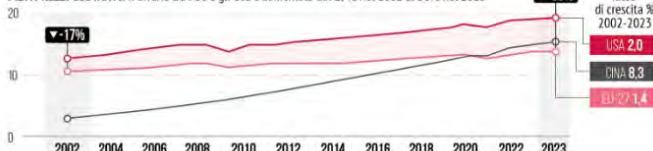


WITHUB

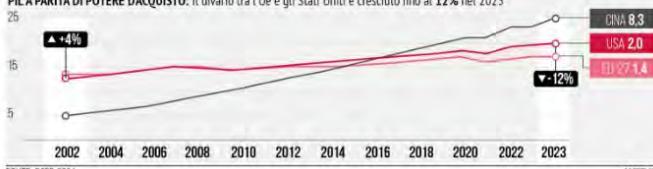
L'EVOLUZIONE DEL PIL

Livelli di riferimento del 2015, in migliaia di miliardi di euro

PIL A PREZZI COSTANTI: il divario tra l'Ue e gli Usa è aumentato dal 17% nel 2002 al 30% nel 2023



PIL A PARITÀ DI POTERE D'ACQUISTO: il divario tra l'Ue e gli Stati Uniti è cresciuto fino al 12% nel 2023



FONTE: OCSE, 2024

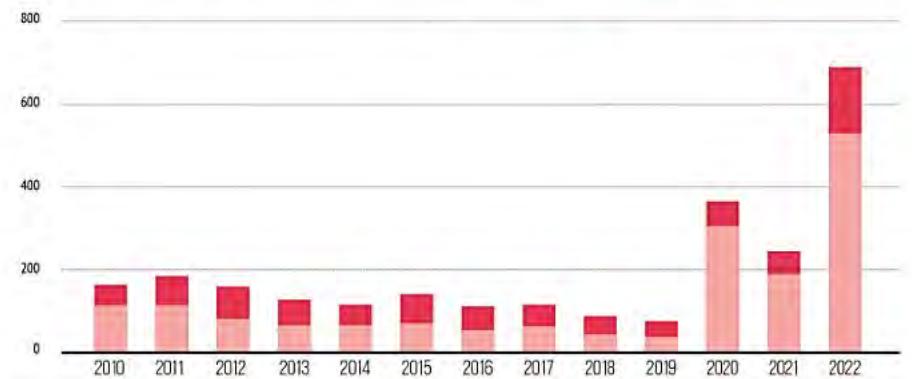
WITHUB

PARTIAMO DAL PRESENTE

INTERVENTI DI POLITICA COMMERCIALE

Dazi, sussidi e misure relative a export e protezione commerciale

■ Di liberalizzazione ■ Protezionisti



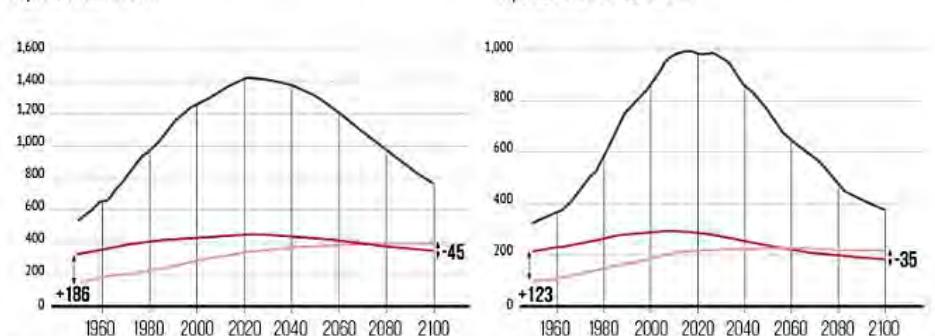
FONTE: Global Trade Alert, 2024

WITHUB

COME CAMBIERÀ LA POPOLAZIONE

Lo sviluppo demografico di Ue, Usa e Cina a confronto

Popolazione in milioni



Nota: le proiezioni della popolazione si basano sulle proiezioni probabilistiche della fertilità totale e dell'aspettativa di vita alla nascita.

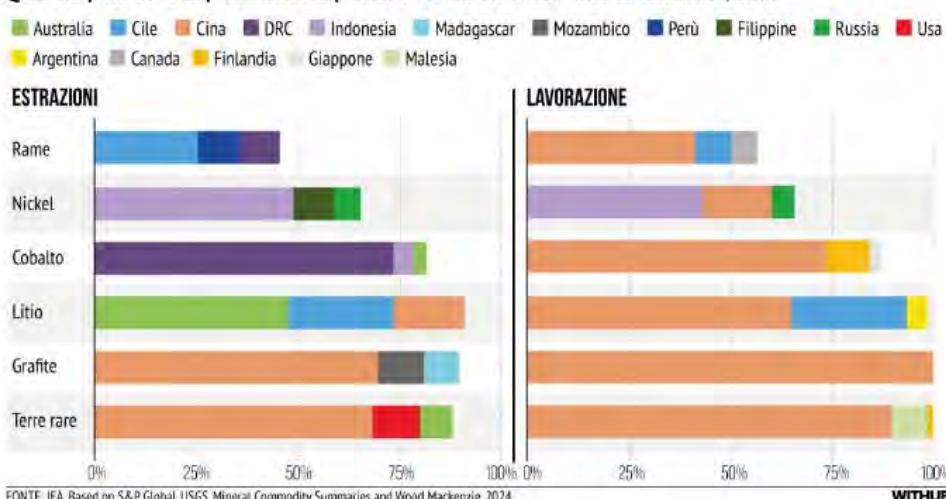
FONTE: Prospettive della popolazione mondiale delle Nazioni Unite, 2022

WITHUB

PARTIAMO DAL PRESENTE

DOVE SI CONCENTRANO ESTRAZIONE E LAVORAZIONE DI MATERIE CRITICHE
Quota dei primi tre Paesi produttori nella produzione totale di risorse e minerali selezionati, 2022

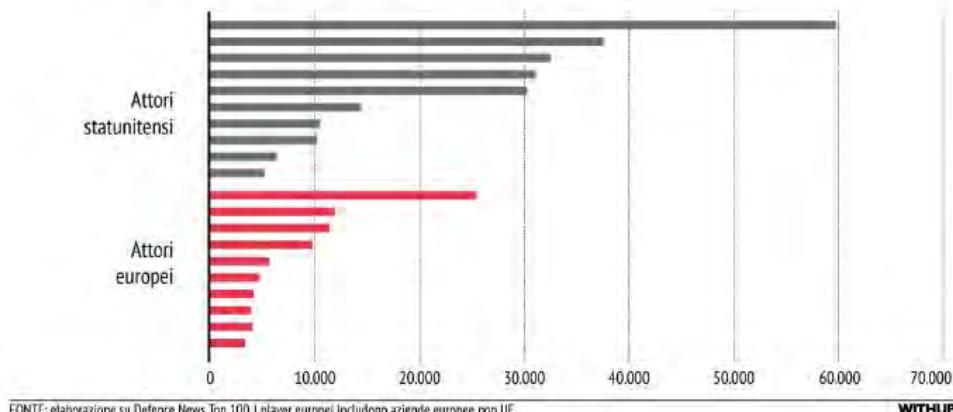
Quota dei primi tre Paesi produttori nella produzione totale di risorse e minerali selezionati, 2021



Fonte: IEA. Based on S&P Global USGS Mineral Commodity Summaries and Wood Mackenzie. 2024

CONFRONTO TRA I PRINCIPALI ATTORI EUROPEI E STATUNITENSIS

Ricavi della difesa, milioni di euro, 2023



PARTIAMO DAL PRESENTE



Press release | 3 July 2020 | Brussels

Boosting the EU's green recovery: Commission invests €1 billion in innovative clean technology projects

Page contents

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The Commission is launching today the first call for proposals under the [Innovation Fund](#), one of the world's largest programmes for the demonstration of innovative low-carbon technologies, financed by revenues from the auction of emission allowances from the EU's Emissions Trading System. The Innovation Fund will finance breakthrough technologies for renewable energy, energy-intensive industries, energy storage, and carbon capture, use and storage. It will provide a boost to the green recovery by creating local future-proof jobs, paving the way to climate neutrality and reinforcing European technological leadership on a global scale.

Strategic Technologies for Europe Platform

EU Industry | Competitiveness | Sovereignty

The Strategic Technologies for Europe Platform (STEP) is the common European action to support [EU industry](#) and boost investments in critical technologies in Europe. STEP will leverage and steer resources across 11 [EU funding programmes](#) to 3 [target investments areas](#) in the EU and in people who can implement those technologies into the economy, namely:

- digital technologies and deep-tech innovation
- clean and resource efficient technologies
- biotechnologies

STEP also introduces a new [Sovereignty seal](#) – an EU label for high quality projects – granting STEP projects' visibility and facilitating cumulative or combined funding from several EU budget instruments or national public



SECTORS

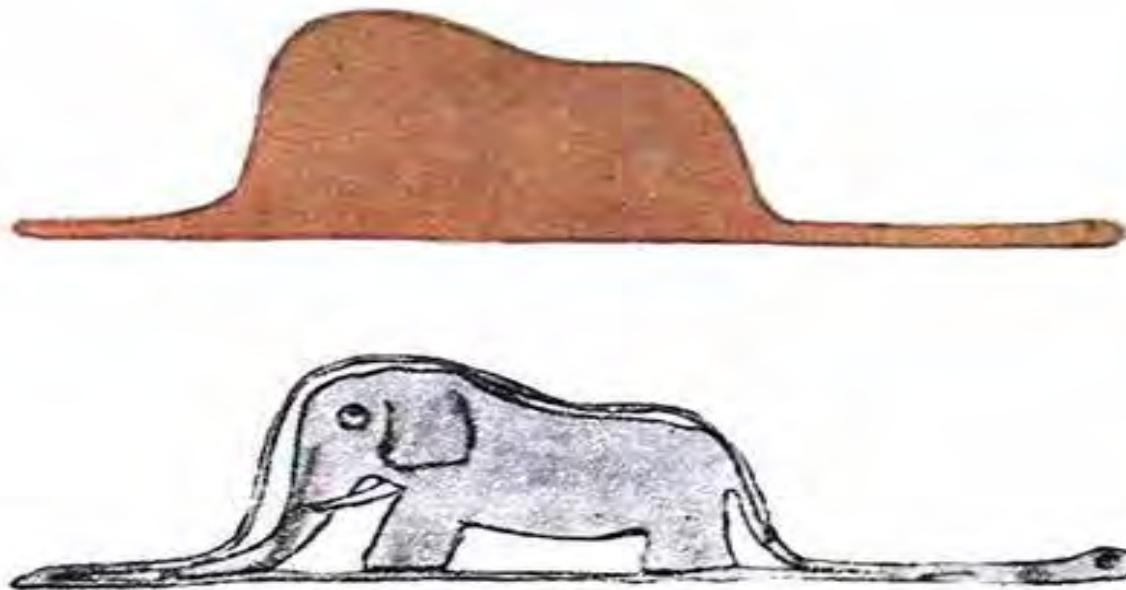
EXAMPLES

(indicative & non-exhaustive)



- Artificial intelligence, quantum technologies, advanced connectivity
- Carbon capture and storage technologies, heat pumps
- Molecular biotechnology, pharmaceuticals, crop biotechnology







FINANCING SUSTAINABLE GROWTH

#SustainableFinanceEU

SUSTAINABLE FINANCE

-  Major private and public investments are needed to transform the EU economy to deliver on climate, environmental and social sustainability goals, including the Paris Agreement and the UN Sustainable Development Goals (SDGs). Sustainable Finance is an important component of the European Green Deal.
-  Sustainable finance makes sustainability considerations part of financial decision-making. This means more climate neutral, energy- and resource-efficient and circular projects. Sustainable finance is needed to implement the Commission's strategy towards achieving the SDGs.
-  Integrating sustainability considerations will mitigate the impact of natural disasters as well as environmental and social sustainability issues that can affect the economy and financial markets.

È il [Regolamento UE 852/2020](#) "Tassonomia per la finanza sostenibile" a individuare gli obiettivi e i criteri per determinare come ogni attività economica contribuisca in modo sostanziale alla tutela dell'ecosistema.

Finanza sostenibile: un mercato da 30 trilioni di dollari

28 Novembre 2021 - 15:40

Dall'Agenda 2030 ai Green Bond passando per il green washing e gli Esg... una mappatura di quanto vale oggi il mercato della finanza sostenibile

 Stefano Damiano

4







Three pillars: from sustainability ambitions to sustainable results

Why 'change management' is essential for your sustainable ambitions



Does our leadership allow me to prioritise sustainability in my day-to-day work?



From what to how, from talking to walking and from PowerPoint slides to the workplace

La maggior parte delle iniziative di cambiamento organizzativo fallisce, con un tasso di insuccesso stimato del 60-70%¹

[1] Jones J, Firth J, Hannibal C, et al. Factors contributing to organizational change success or failure: a qualitative meta-analysis of 200 reflective case studies. In: Hamlin R, Ellinger A and Jones J (eds) Evidence-based initiatives for organizational change and development. Hershey, PA: IGI Global, 2018, pp. 155-178

IL PUNTO DI PARTENZA

Iniziamo con una storia (che non è quella di Cenerentola)



CHANGE THE PROGRAMS...
CHANGE YOUR LIFE!

01

**Come creare una visione strategica e
mantenerla valida nel tempo** (ovvero, perché
dobbiamo ricordarci di Mintzberg con cautela)

02

**Action planning, spazio di azione strategica
per i GAL e roadmapping** (ovvero, dalla SSL agli
impatti)

03

**La cassetta degli attrezzi per la pianificazione
strategica** (ovvero, cosa imparare dai casi in cui i GAL
si chiamano GUL| adattiamo e personalizziamo la
toolbox URBACT)

04

Future thinking e scenari (ovvero, backcasting
e TEMPESTS per governare davvero la pianificazione
strategica per lo sviluppo rurale)

CONOSCIAMOCI

WHO
ARE
YOU?

IL TAGLIO DI QUESTE DUE GIORNATE



01

COSA VUOL DIRE FARE PIANIFICAZIONE STRATEGICA

Pianificare in modo agile

LO FARESTE MAI?



PARLANO DI NOI



European
Union

⊕ English

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Rural Vision

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Report on the long-term vision for rural areas

The long-term vision for the EU's rural areas: key achievements and ways forward

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Rural toolkit

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PARLANO DI NOI

Long-term vision for
the EU's rural areas



Discover more ↗

Rural Observatory



Discover more ↗

Rural Pact



Discover more ↗

Territorial Agenda
2030



Discover more ↗

PARLANO DI NOI

Funding finder

Financing opportunities (29)

EU initiatives – direct application

EIT

SMP - SME Pillar

CERV

LIFE

SMP -
EUROCLUSTERS

Horizon Europe
Cluster 2

5GSC

b-solutions

Just Transition
Platform

CREA

EEN

Horizon Europe
Cluster 5

Tailor your search

Support available for...

+

Activities to fund

+

Type of support

+

3 LAYERS OF STRATEGY

Source: Kedge, LLC | Infographic design by agrassoblog.org for educational and motivational purposes

THE WHY

STRATEGIC FORESIGHT

If today's businesses are being disrupted from outside of their conventional boundaries, then we must intentionally look broadly at various forces of change before we attempt to think strategically about our areas of focus, and certainly before we build any specific plans for our organizations.



IDENTIFY DRIVERS OF CHANGE

THE HOW

STRATEGIC THINKING

Strategic Planning can only be done properly once leadership has engaged in Strategic Thinking, gaining business insights and competitive intelligence before deciding on specific plans. Though adding this step is important, it's not enough in an environment of exponential change.



MINE FOR INTELLIGENCE

THE WHAT

STRATEGIC PLANNING

A strategy is a plan of action. Don't mistake having amazing ideas with the purposeful and intentional ways in which you will actually be able to achieve your short-term goals and long-range vision.



CREATE ACTIONABLE PLANS





PLAN

Identify needs and establish necessary objectives

DO

Execute the plan and test potential solutions

ACT

Implement the best solutions and take actions to continually improve performance

CHECK

Analyze results in comparison with the expected results





Determine Position

Strategic Issues: Identify strategic issues to address

Industry & Market Data: Identify market opportunities and threats

Customer Insights: Assess current satisfaction and future demand.

Employee Input: Determine strengths and weaknesses.

SWOT: Synthesize the data into summary SWOT items.



Develop Strategy

Mission: Determine your organization's core purpose.

Values: Identify your core beliefs.

Vision: Create an image of what success looks like in 5 years.

Competitive Advantages: Solidify your unique position

Org. Wide Strategies: Establish the approach for how you will succeed

Long-Term Objectives: Develop a 3 year balanced framework of 6 or less objectives.

Forecast: Develop a 3-year financial projection.



Build the Plan

Use SWOT: Process the SWOT to set priorities.

Organizational Goals: Set short-to-mid-term SMART goals. (1+ yr.)

KPIs: Select key performance indicators to track progress.

Department Goals: Cascade org goals to departments. (12 months)

Team Member Goals: Cascade dept. goals to individuals.

Budget: Align a one-year budget with the plan.



Manage Performance

Rollout: Communicate strategy to whole organization

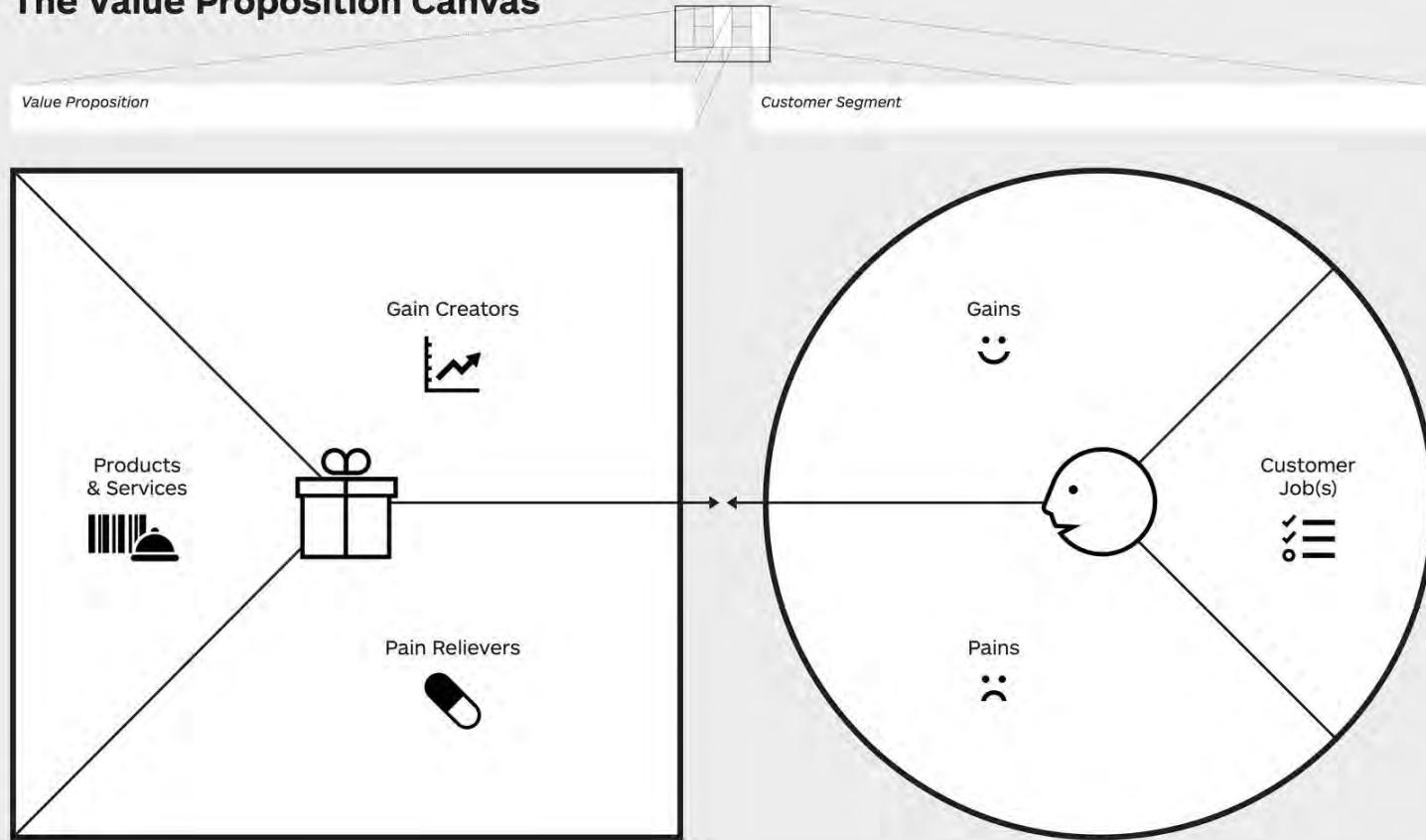
Set Calendar: Establish schedule for progress reviews

Leverage Tools: Train team to use MyStrategicPlan

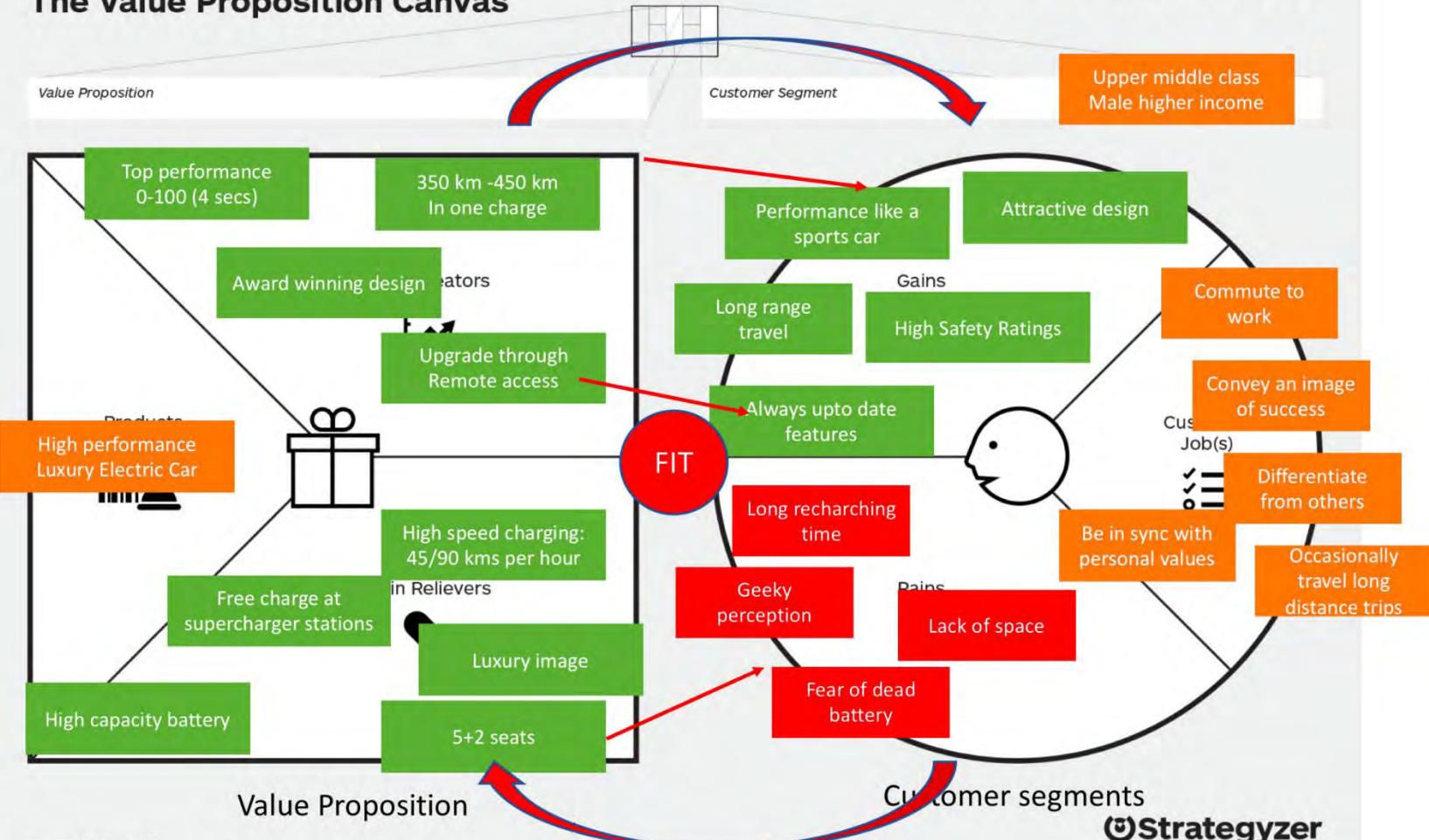
Adapt Quarterly: Hold progress reviews and modify

Update Annually: Review end of year, plan next year.

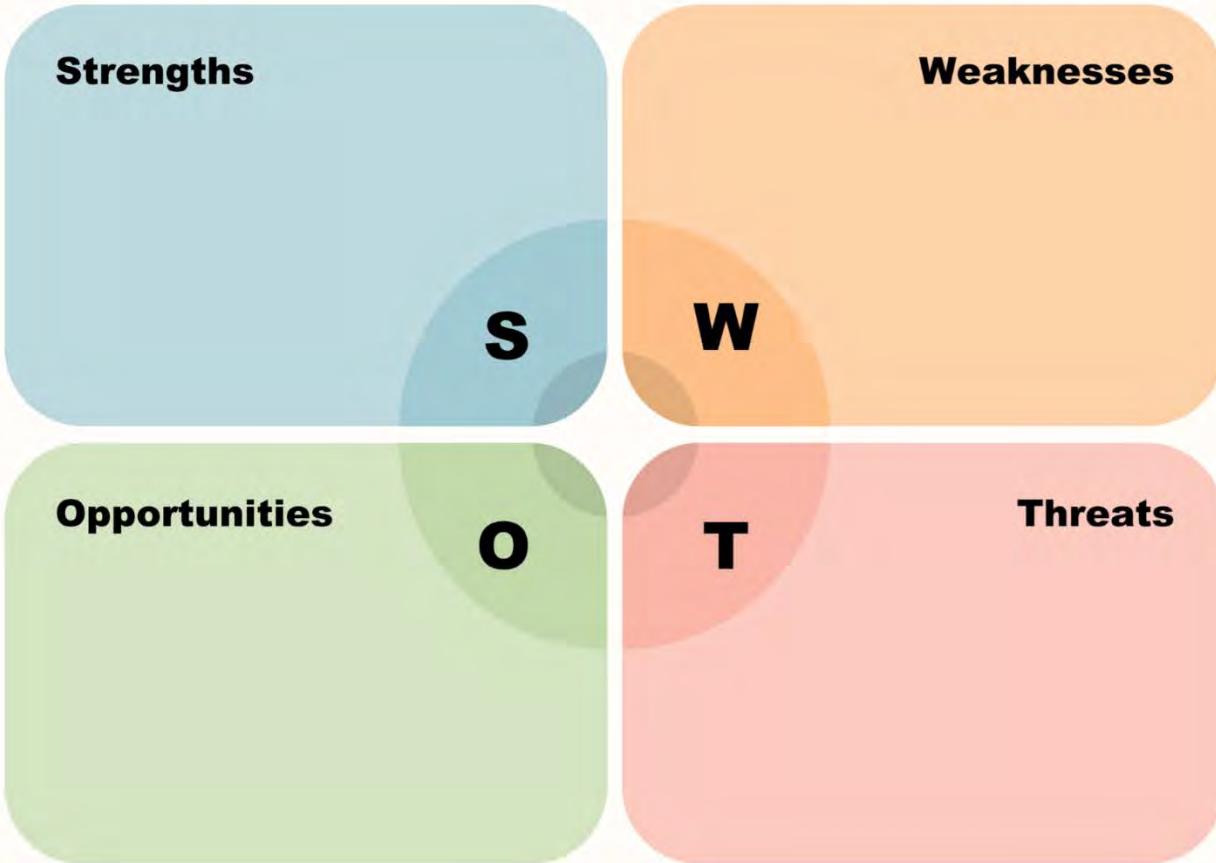
The Value Proposition Canvas



The Value Proposition Canvas



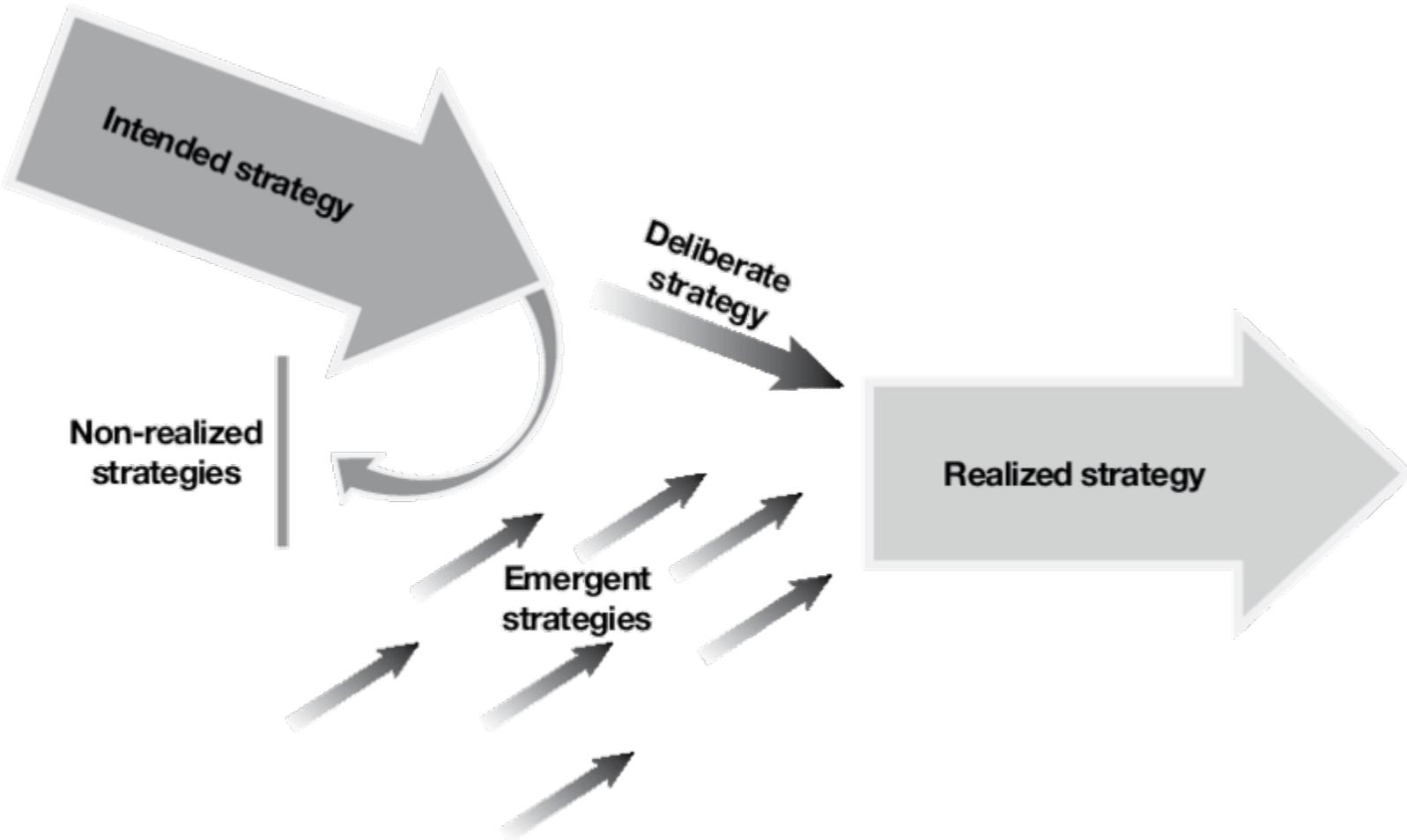
- 
- **Needs:** The customer's key business needs, problems, issues, pains, or opportunities: *the drivers behind the deal.*
 - **Outcomes:** The positive impact that will come from meeting those needs: *the motivation to move forward.*
 - **Solution:** A recommendation for a product or service that will solve the problem and deliver the outcomes
 - **Evidence:** Proof you can do the job on time and on budget: *your differentiators.*



P	Political	How government actions and policies influence the market and your organisation. I.e. Election results, legislation changes, trade agreements.
E	Economic	Broader economy's health and its impact on your organisation. This includes inflation rates, economic growth, exchange rates.
S	Social	Cultural and demographic aspects of the external environment. This looks at population growth, age distribution, cultural trends, and lifestyle changes.
T	Technological	Incorporates innovation and technological changes that could affect your market position or operations. I.e. Advancements in digital technology.
L	Legal	Involves the regulatory environment in which you operate. Compliance with laws and regulations at local, national, and international levels.
E	Environmental	Ecological and environmental aspects that could impact your operations or market. This includes climate change and sustainable practices.

decidere = *lat.* DE-CIDERE - *p. p.* DECISUS - *propr.* *tagliar via, mozzare* (v. *Ceduo*). — Risolvere, Definire, riferito a lite, controversia, questione e simile [assimilandone di cotal guisa la questione da risolvere al nodo gordiano reciso da Alessandro il Macedone]; Deliberare intorno al far checchessia.

Deriv. *Deciso*, onde *Decisione, Decisivo, Decisorio*.



DAL PDCA WATERFALL ALLA METODOLOGIA AGILE



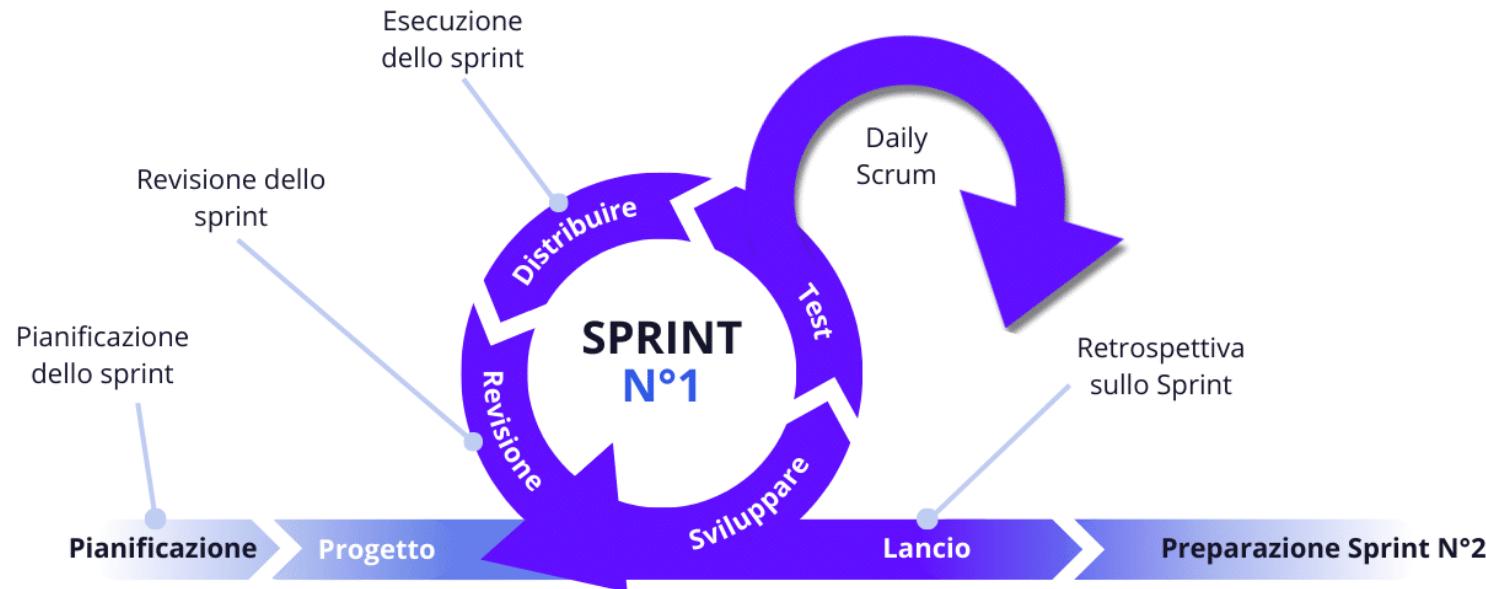
DAL PDCA WATERFALL ALLA METODOLOGIA AGILE

AGILE

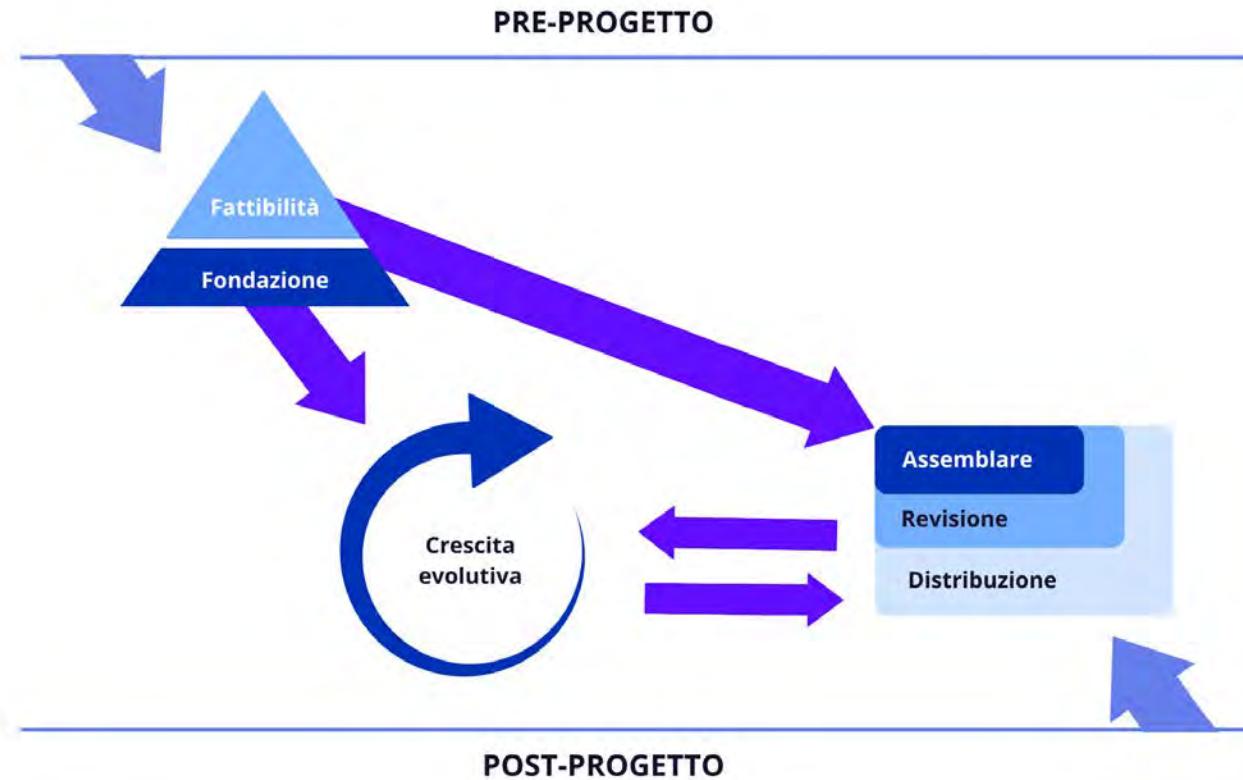


DAL PDCA WATERFALL ALLA METODOLOGIA AGILE

SCRUM - METODO AGILE PRIMARIO



DAL PDCA WATERFALL ALLA METODOLOGIA AGILE



DAL PDCA WATERFALL ALLA METODOLOGIA AGILE

	Predizione e controllo	Autonomia condivisa
Struttura organizzativa	Top-down, gerarchica, autoreferenziale	Sistema, orizzontale, focalizzata sul cliente
Come vengono prese le decisioni	Dal management separato dal lavoro produttivo	Integrandole nel lavoro produttivo e distribuite
Sistemi di misura	Budget, target, standard	Capacità e variabilità correlate allo scopo
Disegno organizzativo	Funzionale	Basato sulla domanda, il valore e il flusso
Attitudine nei confronti dei clienti	Contrattuale	Quello che è importante
Attitudine nei confronti dei fornitori	Contrattuale	Cooperativa
Ruolo del management	Gestire persone e budget, controllo	Agire sul sistema, apprendimento continuo
Cambiamenti	Reattiva per progetti	Adattivi su tutto il sistema
Approccio	Quello che è conveniente per l'organizzazione dal punto di vista della gerarchia funzionale	Quello che vogliono i clienti dal punto di vista della risposta di tutto il sistema
Strategia produttiva	Economie di scala	Economie di flusso

GOLDEN RULE: Fissare lo scopo





PAUSA SIA!



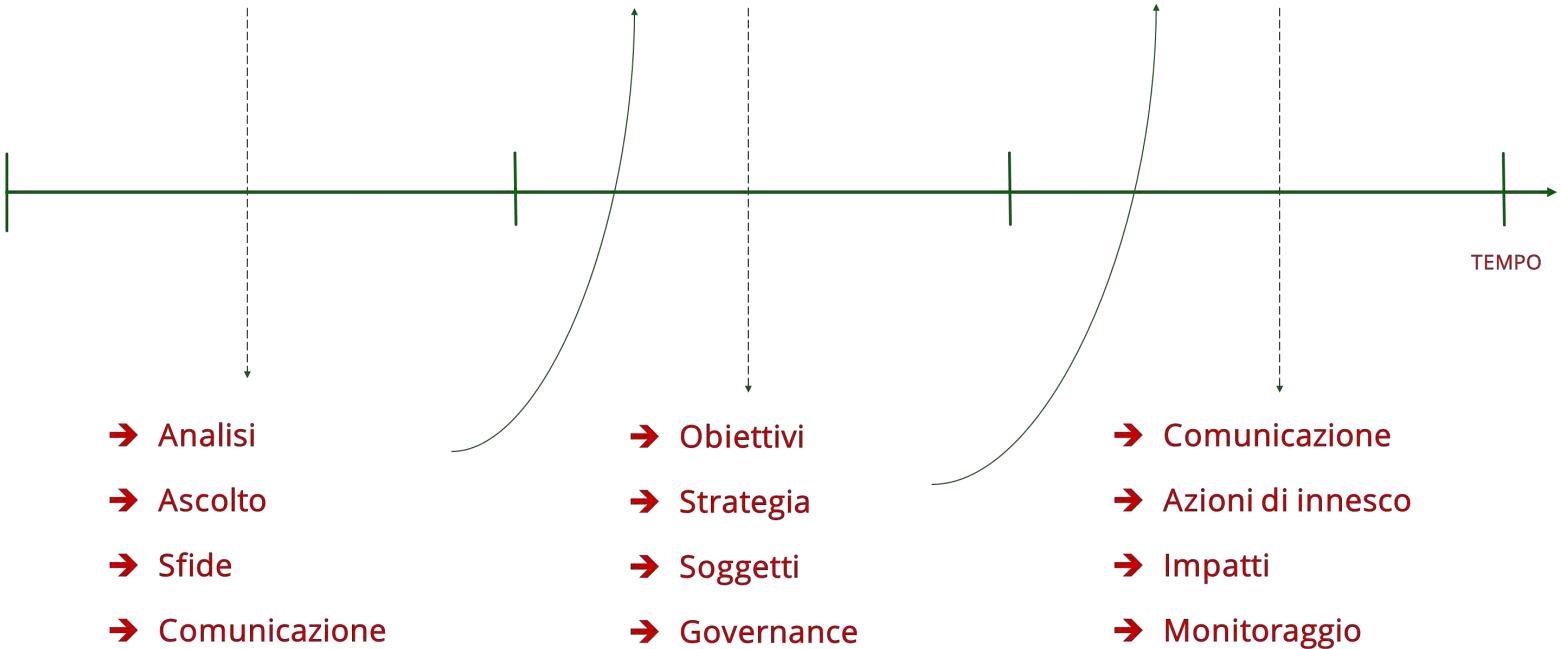


02

ACTION PLANNING E ROADMAPPING

Il progetto esecutivo
delle operazioni di
importanza strategica

1. BACKGROUND E POSIZIONAMENTO



**ARE YOU UP FOR THE
CHALLENGE?**



Nothing new (Let's innovate à la STEVE JOBS)

Think different.

Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes.

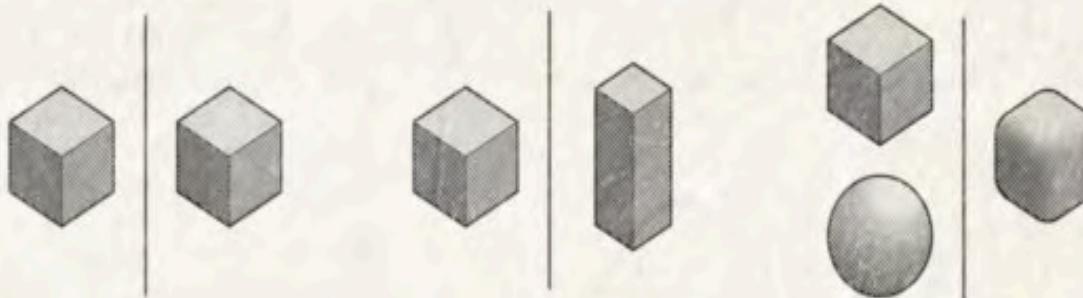
The ones who see things differently. They're not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them.

About the only thing you can't do is ignore them. Because they change things. They invent. They imagine. They heal. They explore. They create. They inspire. They push the human race forward.

How else can you stare at an empty canvas and see a work of art? Or sit in silence and hear a song that's never been written? Or gaze at a red planet and see a laboratory on wheels?

While some see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do.

THE BASIC ELEMENTS OF CREATIVITY



COPY

TRANSFORM

COMBINE

A photograph showing two hands from different people assembling a 3D-printed model of a rocket. The rocket is primarily grey with red fins and a yellow nose cone. The hands are shown from the side, with one hand holding the main body and another adding a fin. The background is a plain, light color.

03

COSTRUIAMO LA CASSETTA DEGLI ATTREZZI

La forza del
benchmarking o del
copiare con intelligenza

PERCHE' NON POSSIAMO PERMETTERCI LA PIANIFICAZIONE PER PER IMITAZIONE

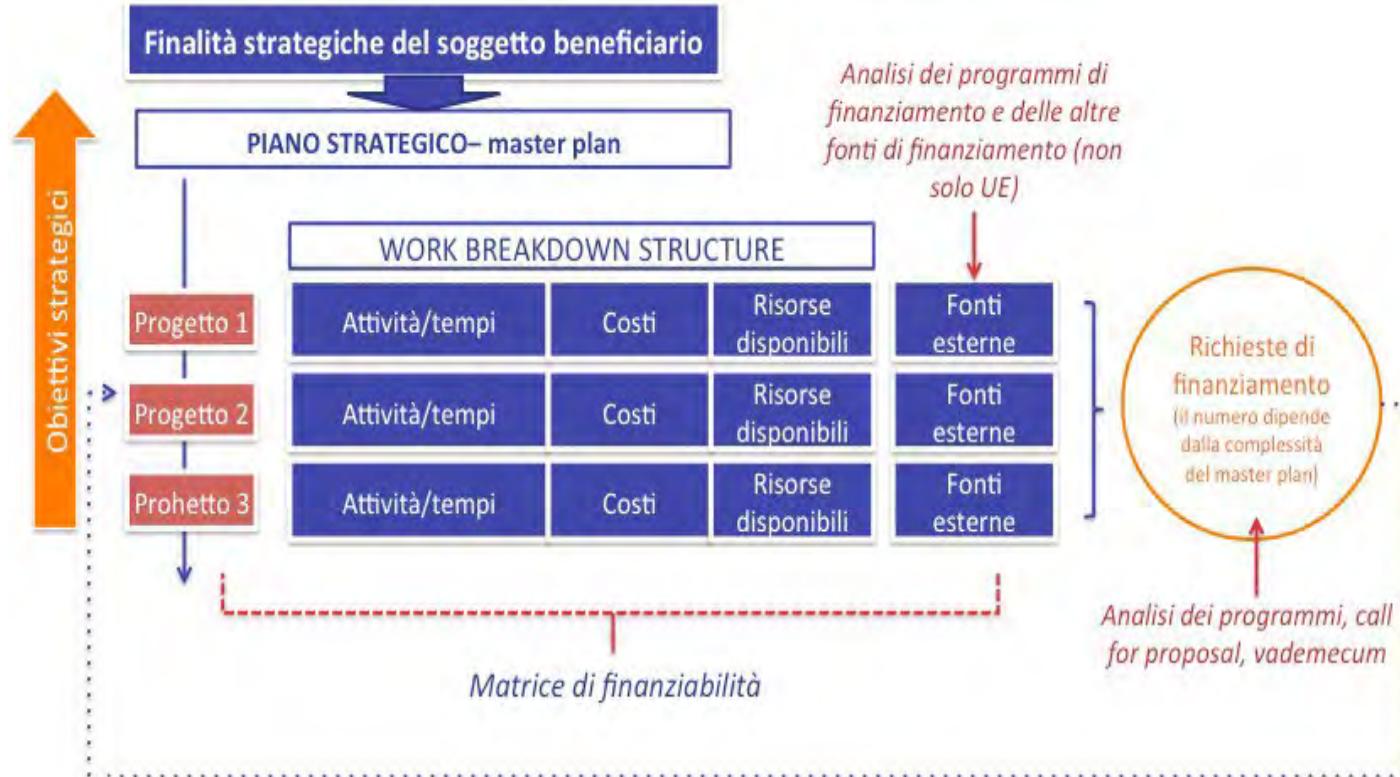
re gente a separarli.”

“E se gridava uno solo e si arrendeva?”

“È andata come doveva andare.”

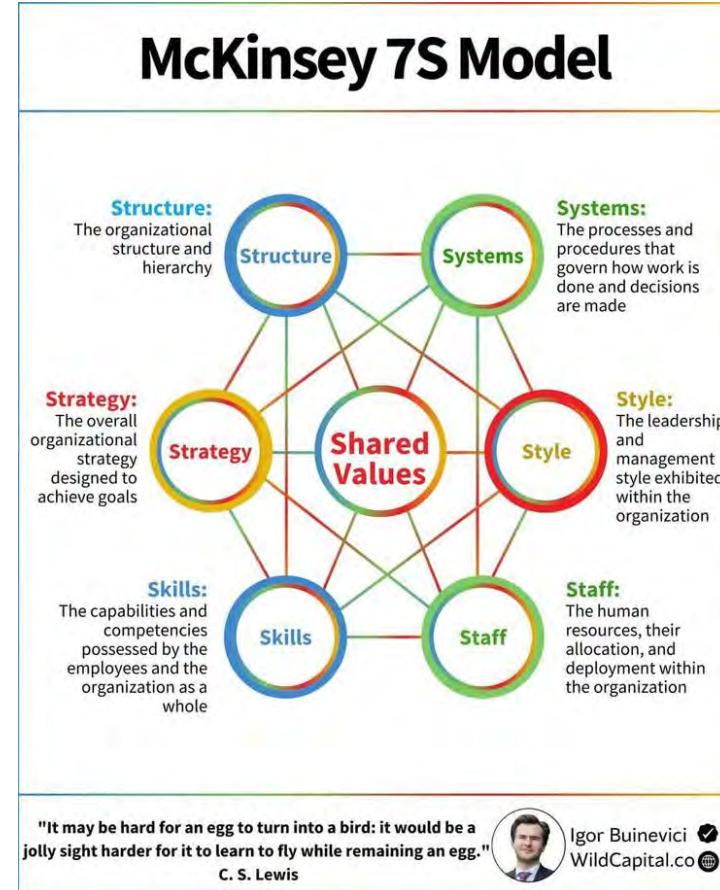
So adesso che una giustizia nuova, attual caso singolo e che inventa su misura la

IL COLLEGAMENTO TRA SSL E PIANIFICAZIONE DI DETTAGLIO ESECUTIVA



Implementation dei progetti-> outputs

L'APPROCCIO SISTEMICO ALLA PIANIFICAZIONE



ACTION PLANNING



ACTION PLANNING

How to co-create actions?

Tool

Opera

The Opera tool is a co-creation method that combines systematic thinking with a creative process for problem solving.

→

Tool

Problems and solutions table

The Problems and Solutions Table aims to identify solutions for each defined problem and the resources required for them to be implemented.

→

Tool

Action Table

The Action Table tool aims at defining activities and outputs to achieve a given objective; it provides an overview of the action planning process.

→

ACTION PLANNING

ACTION Title	Assess school ability and provide training	ACTION Owner	Special Projects Officer, Education directorate
Short Description	Conduct thorough evaluation of schools in the costal district and create appropriate training plans by spring 2018	Stakeholders	Links to Strategy
		Project team. Dir. of Education. School headteachers' strategy board. Training delivery partners (training dept; 123Training co.)	Objective 2.1 – training strategy Objective 3.4 – schools capability
		Finance & Resources	Risks
		Inspection directorate (€5400). 2 Inspectors at 2 days per week	Availability of resource a risk across most aspects. Some schools may see prog. as politicised & be slow to engage.
		ACTION Readiness	Almost ready: Approval from education board - expected 18 Sep 2017.

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Define evaluation method	Sep 2017	Defined/documentated methodology	Other ongoing school assessments	availability of inspection service in September
Evaluation of the schools in scope	Oct 2 to Oct 14	documented results for every evaluation	ongoing school assessments	schools assigning low priority (delaying)
Review of the results	complete by 20/11	synthesised eval results for schools	None	possible availability of skilled resource
Training plan developed, based on results	Dec 2017	training plan in place for each school	Other training planning activities	disputes over funding source
Review	Jun 2018	Progress of schools is documented	Ongoing schools training	none



ACTION PLANNING

ACTION TABLE

SPECIFIC OBJECTIVE					
ACTION	Intended Result	Resources / Assets	Lead Agency	Key partners	Timescale

ACTION PLANNING

QUADRO DEGLI STRUMENTI

Panoramica degli strumenti del toolkit con indicazione delle fasi del processo a cui si riferiscono, del loro grado di difficoltà, della facilitazione richiesta e del loro scopo.

STRUMENTI PROGETTUALI	FASE DEL PROCESSO	DIFFICOLTA' STRUMENTO	FACILITAZIONE SUGGERITA	SCOPO PRIMARIO
Albero dei problemi	Sc De Sv Co	●●●●○		
Analisi S.W.O.T.	De Sv Co	●●○○○		
"Come potremmo...?"	Sc De Sv Co	●●●●○		
Mappa dei portatori di interesse	Sc De Sv Co	●●○○○		
Mappa del percorso dell'utente	De Sv Co	●●●○○		
Mappa di sistema	Sc De Sv Co	●●●●○		
Matrice delle intuizioni	Sc De Sv Co	●●●○○		
Personas	Sc De Sv Co	●●○○○		
Scenario del concept progettuale	De Sv Co	●●●○○		
Scheda per l'etnografia progettuale	Sc De Sv Co	●●●●●		
Scheda per la prototipazione	Sc De Sv Co	●●●●○		
Schema del servizio	De Sv Co	●●●●●		

ROADMAPPING

Now

We're doing this

Next

How can we...?

Later

Eventually this...

We're doing this too

What if we...?

Still working on this...

How would we...?

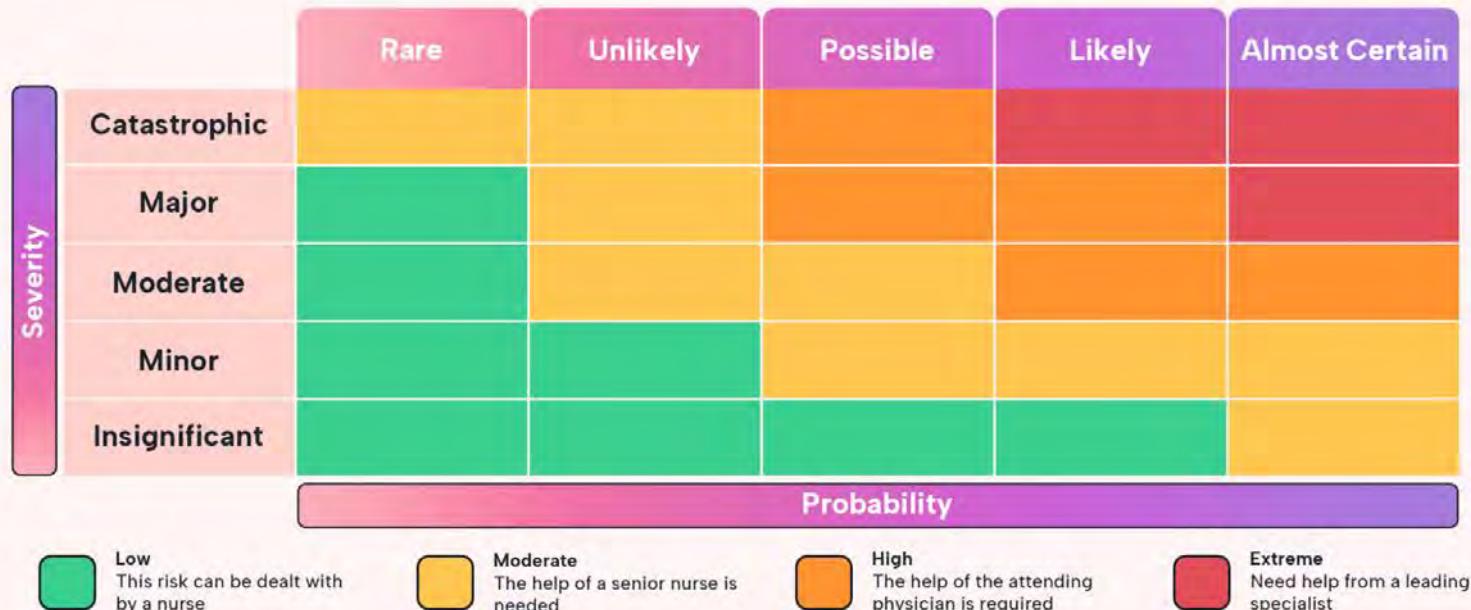
Some point...

RISK MAPPING AND MANAGEMENT



RISK MAPPING AND MANAGEMENT

Risk management plan chart illustration



RISK MAPPING AND MANAGEMENT



Resourcing How to design & assess your project?



Risk Analysis Table	Description of the Risks	Likelihood (high, me- dium, low)	Impact (high, mo- derate, low)	Prevention	Mitigation
Administrative Risks					
Financial Risks					
Operational Risks					
Other Risks					

USARE GLI ATTREZZI GIUSTI PER PARTIRE

Solution	3 caratteristiche <u>piu'</u> importanti della soluzione che offrite		Problem/need	3 problemi <u>piu'</u> importanti che i vostri clienti target affrontano attualmente	
Partners	Key activities Attività' che devono essere compiute per realizzare la <u>value proposition</u>		Value proposition Una frase che descrive in modo chiaro e preciso che valore offrite ai clienti.		Customer Relationships Come gestire i rapporti con i clienti (assistenza clienti, community, etc)
	Key resources Mezzi (INPUT) essenziali per realizzare la <u>value proposition</u> (possono essere fisiche, umane, intellettuali, etc.)		 Perché dovrebbero prestarvi attenzione e perché dovrebbero pagare per il vostro prodotto/servizio?		Customer segments Quali sono i tuoi clienti target (cercando di essere specifici) Channels In che modo raggiungere i clienti (email, volantini, etc)
Cost structure	Varie voci di costo (es. Acquisizione clienti, distribuzione, personale)		Metrics Indicatori (BEP/VAN)	Revenue streams	Come generare entrate

PROBLEM

List your top 3-5 problems



SOLUTION

Outline a possible solution for each problem



UNIQUE VALUE PROPOSITION

Simple clear communication message that states why you are different and worth paying attention



COMPETITIVE ADVANTAGE

Why people choose your company? Why are you unique in the market?



CUSTOMER SEGMENTS

List your target customers and users



KEY METRICS

List the key numbers that tell how your business is doing



CHANNELS

List the paths to customers (product distribution)



EARLY ADOPTERS

List the characteristics of your first customers

COST STRUCTURE

List your fixed and variable costs



REVENUE STREAMS

List your sources of revenue



ECONOMIC IMPACT

List your sustainable economic impact / SDG



ENVIRONMENTAL IMPACT

List your sustainable environmental impact / SDG



SOCIAL IMPACT

List your sustainable social impact / SDG



?



?

INSIDE

MYSTERY BOX

'MASTERCHEF' CHALLENGE



IL TEMPO LIMITE

00:30:00
TIMER 30 MINUTI

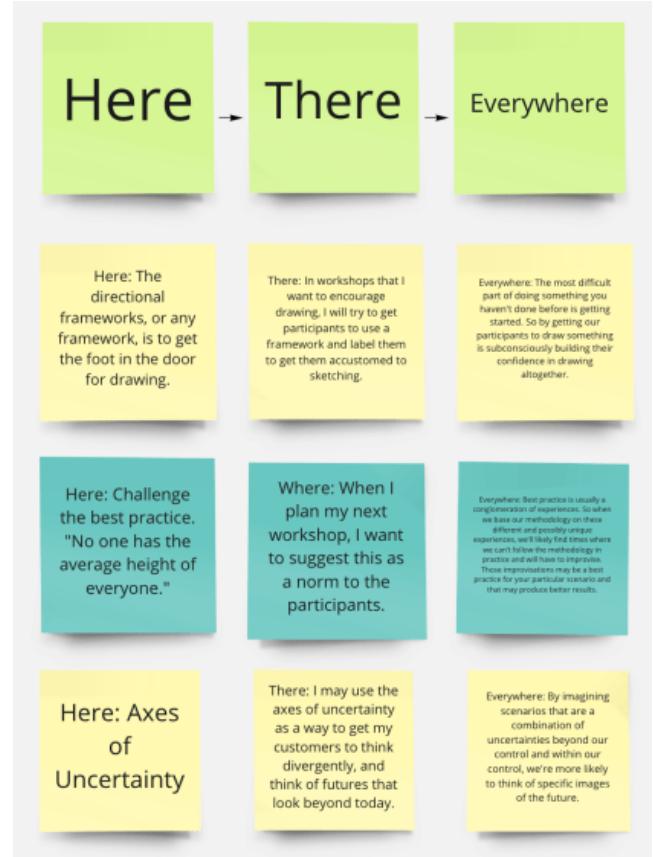




PRESSURE TEST!
ANDIAMO A CASA O CI SALVIA MO?



FACCIAMO SINTESI



**BREAK
TIME**

PAUSA SIA!

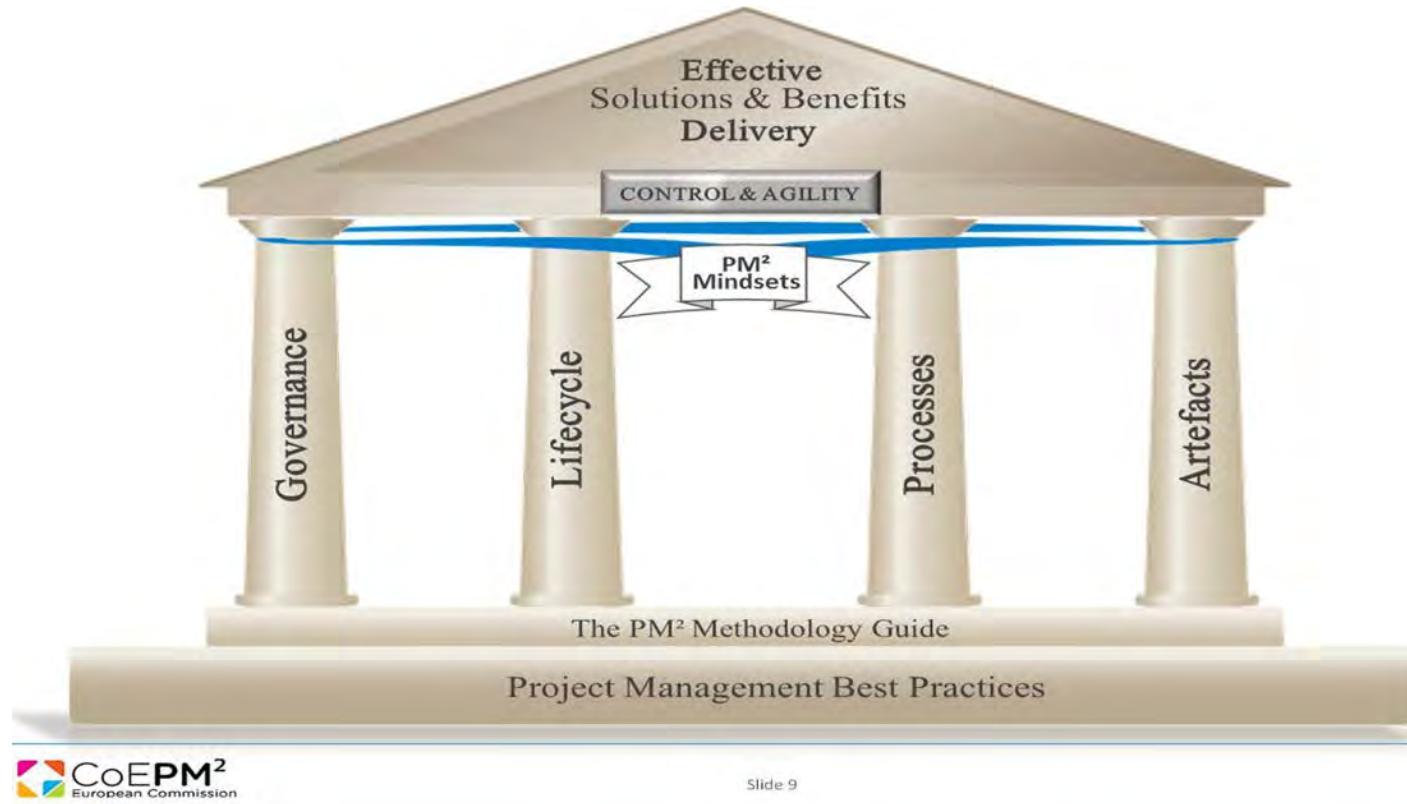


FLUSSI PROCEDURALI E SOLUZIONI PER LA GESTIONE DEI PROGETTI

03



IL TEMPIO DEL PM²



LEARNING OUTCOMES

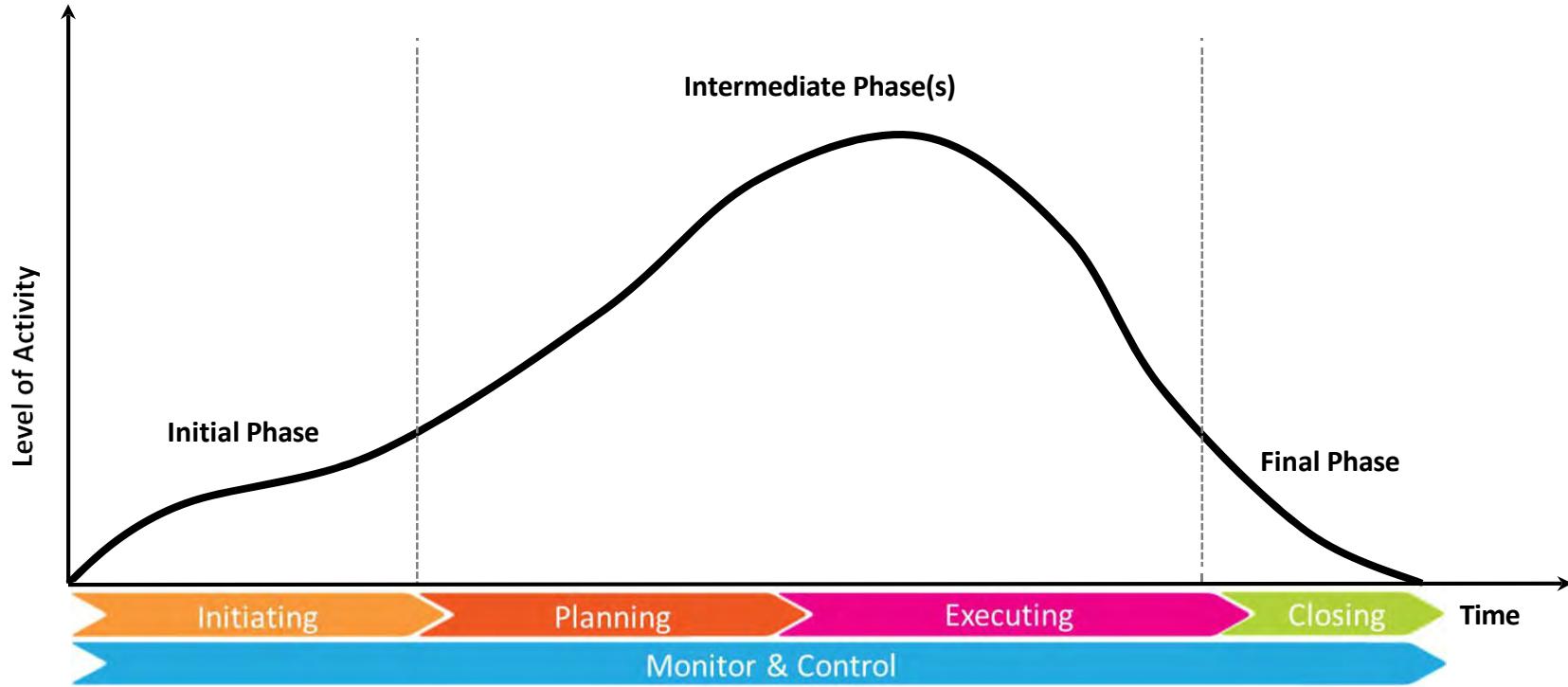


Open Project Management
Methodology

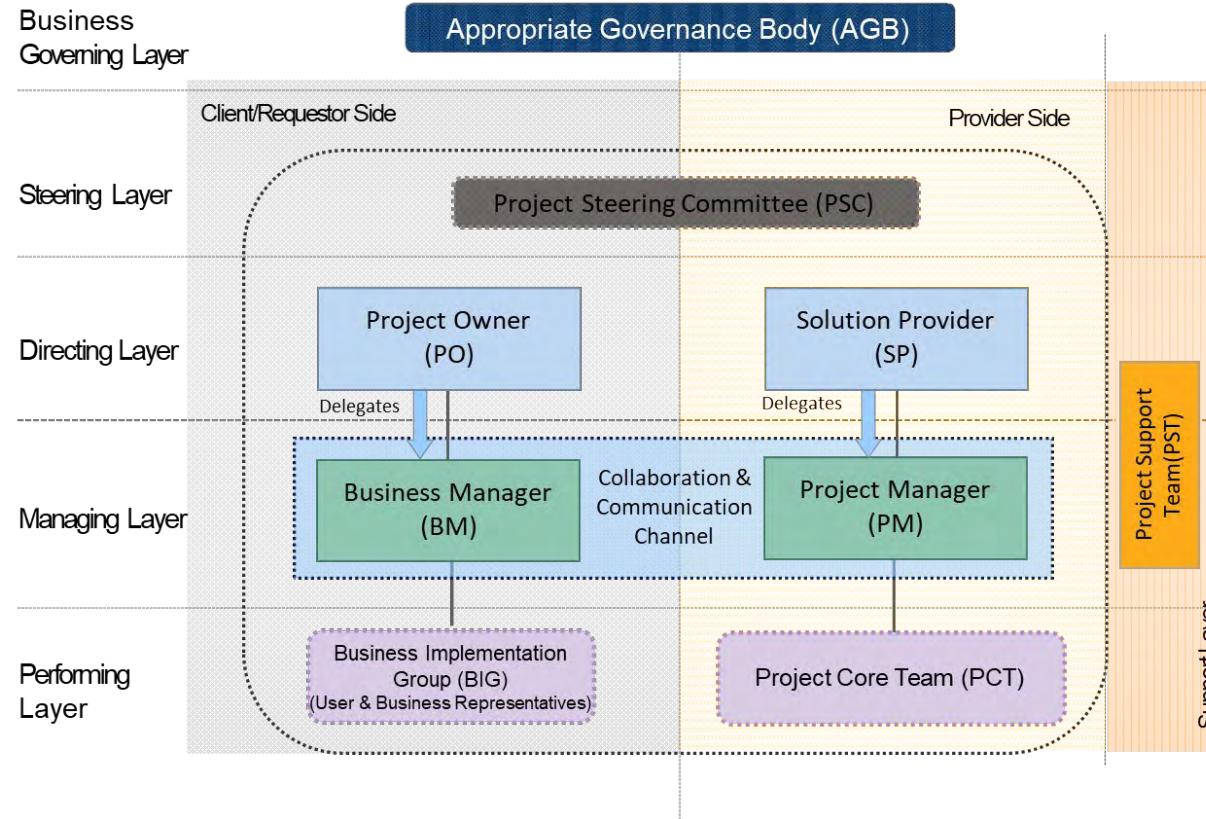


- Governing the initiation phase
- Supporting project implementation and monitoring
- Anticipating critical issues and risks to avoid expected monetary losses
- Managing consortium and potential partnerships by consolidating mutual trust and project results
- Driving implementation through the impact path

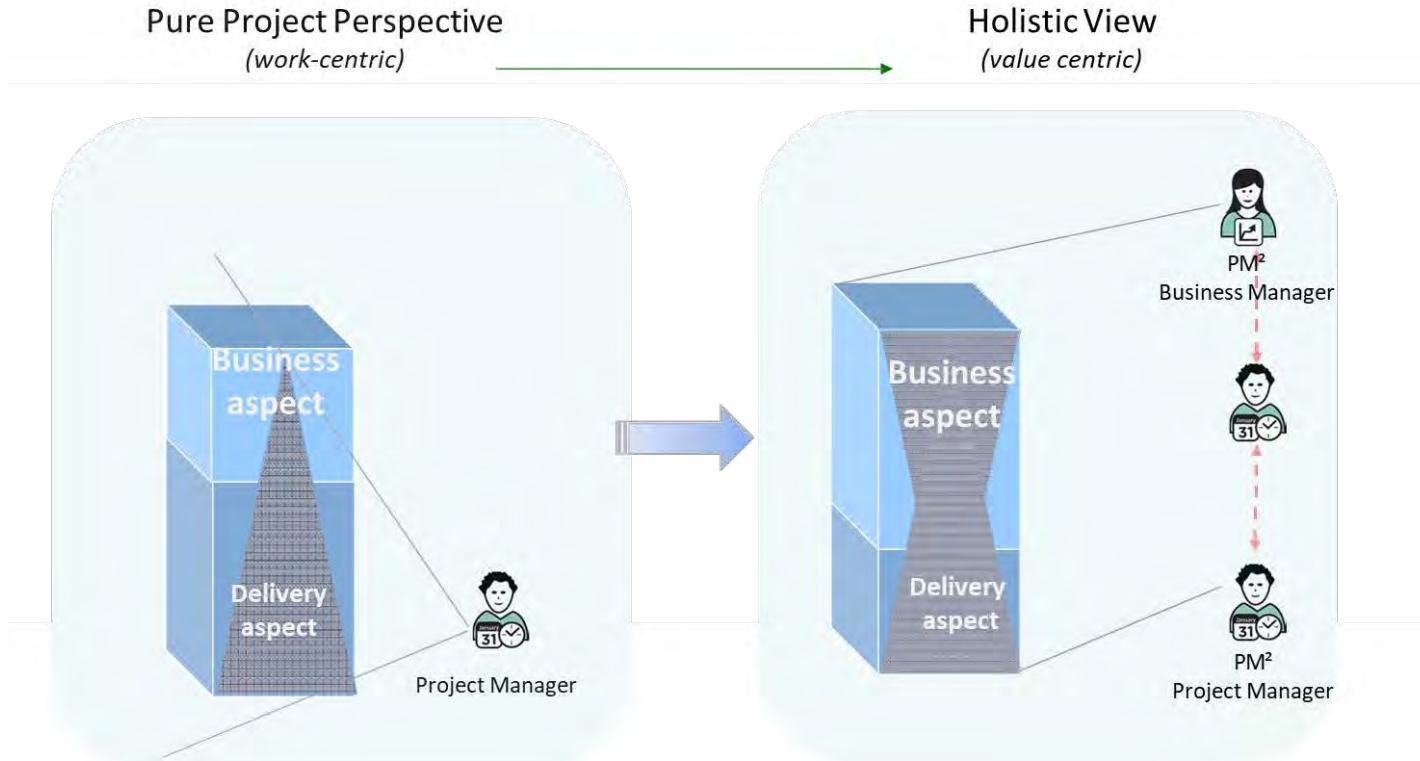
LEARNING OUTCOMES| PM2 AS CONTINUATIVE INVESTMENT



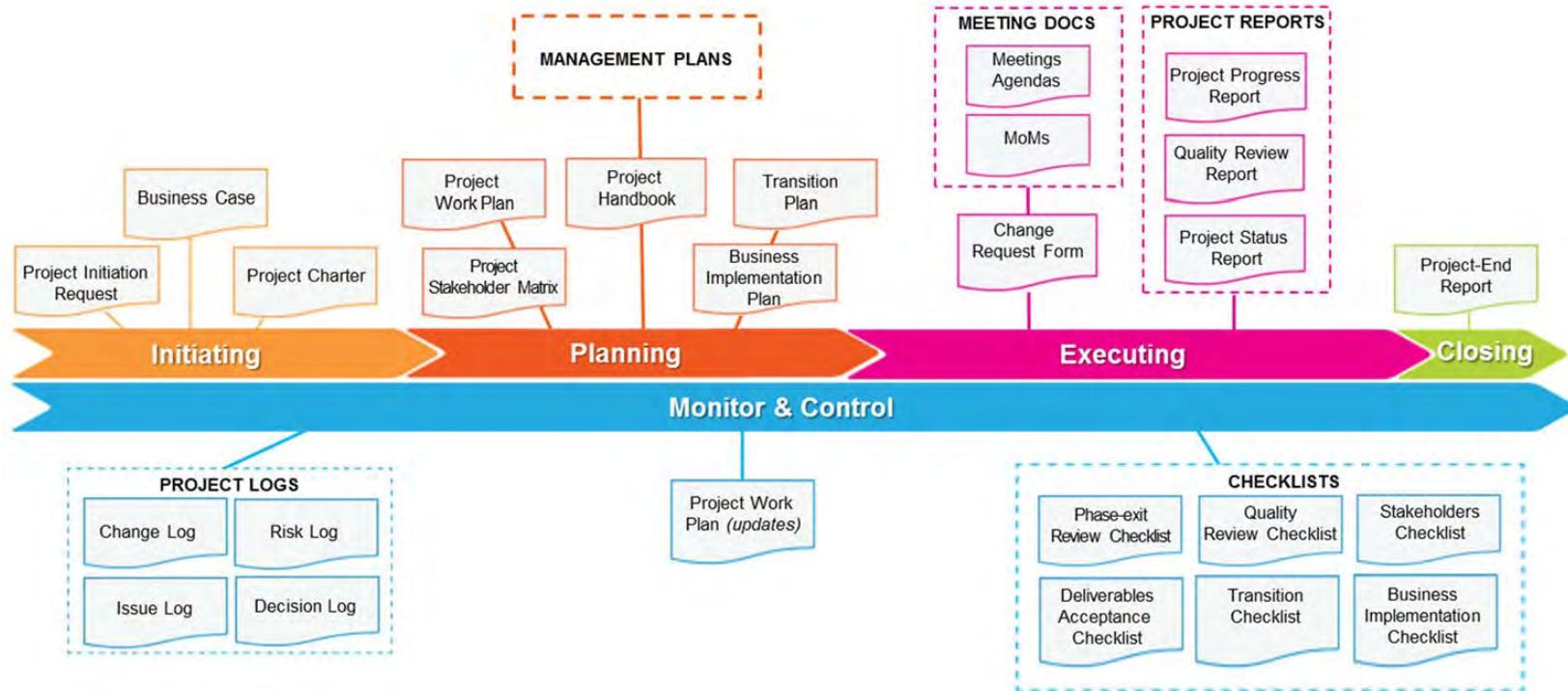
LEARNING OUTCOMES | PM2 GOVERNANCE



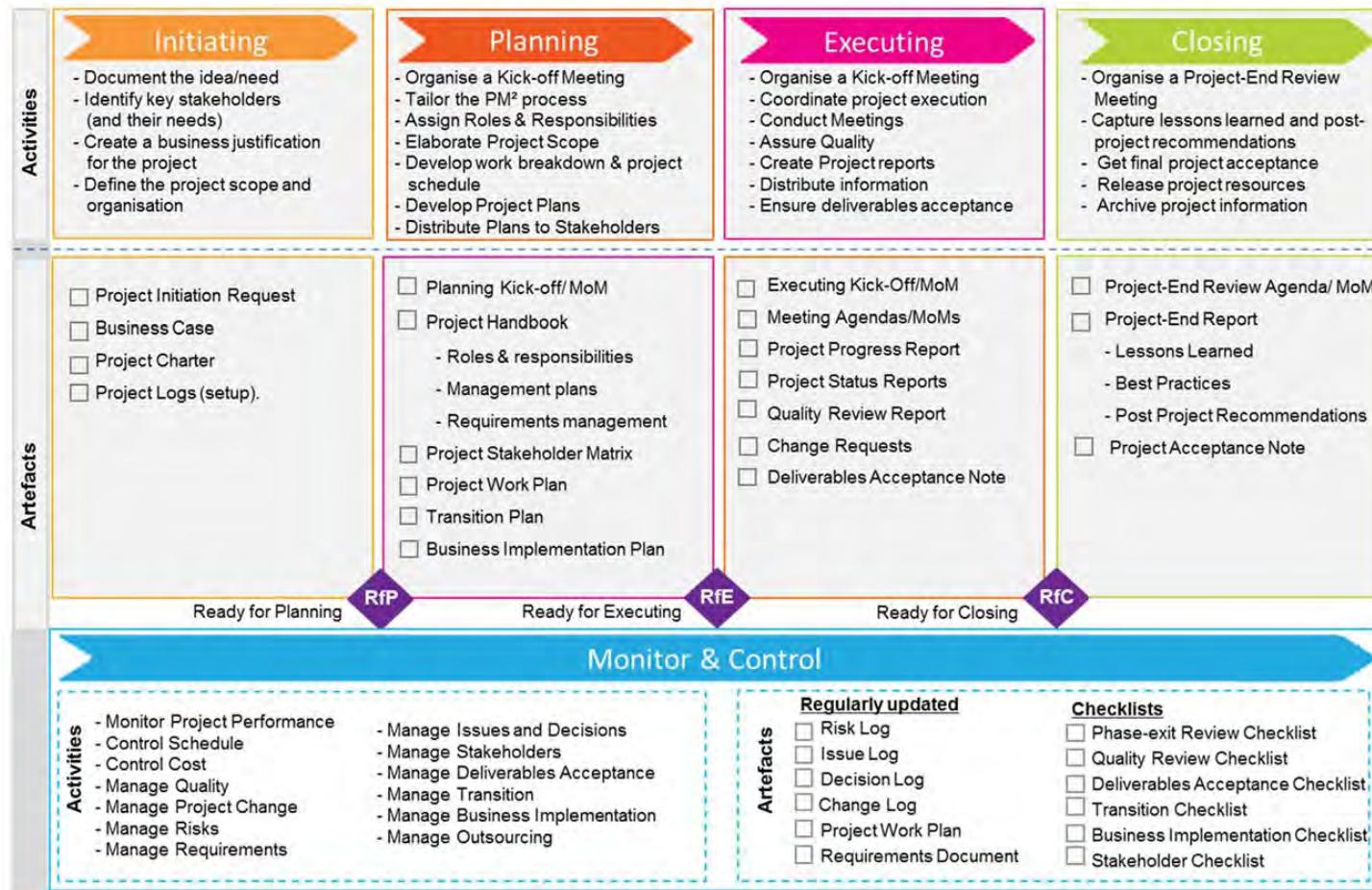
LEARNING OUTCOMES | PM2 GOVERNANCE



LEARNING OUTCOMES | ARTEFACTS



LEARNING OUTCOMES | ARTEFACTS



LEARNING OUTCOMES | ARTEFACTS

PM² Responsibilities: RASCI

Initiating	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project Initiation Request	I	NA	A/S	R	S/C	I	N/A	N/A
Business Case	I	C	A	R	C	S	S	N/A
Project Charter	I	C	A	S	C	S	R	C
Planning	AGB	PSC	PO	BM	UR	SP	PM	PCT
Planning Kick-off Meeting	I	A	C	S	C	C	R	C
Project Handbook	I	I	A	S	C	I	R	C
Project Stakeholder Matrix	I	I	A	S	C	I	R	C
Project Work Plan	I	A	C	S/C	C	C	R	S/C
Resource Plan	I	I	A	S	C	I	R	C
Business Implementation Plan	I	I	A	R	C	I	S	I
Transition Plan	I	A	C	C	C	C	R	C
Outsourcing Plan	A	C	C	C	I	S	R	I
Project Change Management Plan	I	I	A	C	I	I	R	I
Risk Management Plan	I	C	A	C	I	I	R	I
Issue Management Plan	I	I	A	C	C	I	R	C
Communications Management Plan	I	I	A	S	C	I	R	C
Quality Management Plan	I	A	C	C	C	C	R	C
Deliverables Acceptance Mgt Plan	I	A	C	S	I	C	R	C
Executing	AGB	PSC	PO	BM	UR	SP	PM	PCT
Executing Kick-off Meeting	I	A	C	S/C	C	C	R	C
Project Coordination	I	I	A	S	I	I	R	I
Quality Assurance	I	I	I	S	C	I	A	R
Project Reporting	I	I	A	S/C	I/C	I/C	R	C
Information Distribution	I	I	A	C	I	I	R	C
Monitor & Control	AGB	PSC	PO	BM	UR	SP	PM	PCT
Monitor Project Performance	I	I	A	C	C	I	R	C
Control Schedule	I	I	A	C	C	I	R	C
Control Cost	I	I	A	C	C	I	R	C
Manage Quality	I	I	I	S/C	C	A	R	C
Manage Project Changes	I	C	A	S	I	I	R	C
Manage Risks	I	C	A	S/C	C	I	R	C
Manage Issues & Decisions	I	I	A	S	C	I	R	C
Manage Stakeholders	I	I	A	C	I	C	R	I
Manage Deliverables Acceptance	I	I	A	S	C	C	R	C
Manage Transition	I	A	C	C	C	C	R	C
Manage Business Implementation	I	I	A	R	C	I	S	I
Manage Outsourcing	A	C	C	C	I	S	R	I
Closing	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project-End Review Meeting	I	A	C	S	C	C	R	C
Project-End Report	I	A	C	S	C	C	R	C
Administrative Closure	I	C	A	C	I	C	R	I

RASCI:

- Responsible,
- Accountable,
- Consulted,
- Supports,
- Informed.

AGB (Appropriate Governance Body)

PSC (Project Steering Committee)

PO (Project Owner)

BM (Business Manager)

SP (Solution Provider)

PM (Project Manager)

PCT (Project Core team)

A dramatic close-up of a woman's face. She has numerous gold coins attached to her dark hair and forehead, and small gold stars are painted on her cheeks and forehead. Her eyes are intense and focused. She is holding a large, glowing white sphere, likely a crystal ball, in front of her hands. The background is dark and moody.

04

FUTURE THINKING E SCENARI

Senza la palla di vetro



Ten issues to watch in 2024

ISSN: 2600-268X

20 TEN ISSUES TO WATCH

IN-DEPTH ANALYSIS

EPRS | European Parliamentary Research Service

Author: Etienne Bassot
Members' Research Service
PE 757.592 – January 2024

EN

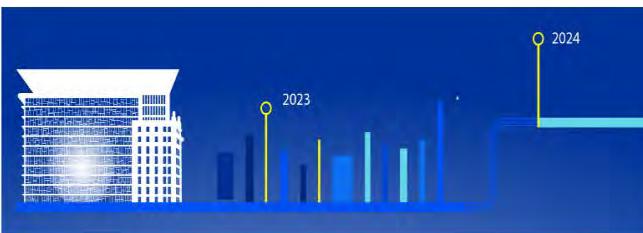


EU strategic agenda 2024-2029

EU leaders collectively discuss and agree the EU's direction and goals for 2024-2029.

On this page:

- [What is the strategic agenda?](#)
- [Why does the EU need it?](#)
- [Path to the strategic agenda](#)



What is the strategic agenda?

Every five years, EU leaders agree on the EU's political priorities for the future. It is a collective effort led by the President of the European Council, where leaders discuss and decide together. It takes place in the context of the European Parliament elections and ahead of the appointment of each European Commission.

Why does the EU need it?

In the past few years, the EU has faced many crises, from which it has emerged stronger and more united. Ranging from the fight against climate change to mitigating the impact of the COVID-19 pandemic and taking unprecedented action in support of Ukraine following Russia's war of aggression, the EU has acted in a swift and coordinated manner.

As the world becomes more unstable and complex, the EU is faced with economic and geopolitical challenges. More than ever, leaders need to set a clear strategic plan for the next years and provide a solid framework for our more immediate actions.



To defend our democracies and our values, to ensure lasting peace and prosperity for the benefit of our citizens, the European Union must be equipped with general political directions and priorities.

— Charles Michel, President of the European Council

Revised EU regulatory strategies and workplans

European Commission and Supervisory Authorities set out priorities

[Home](#) > [Insights](#) > Revised EU regulatory strategies and workplans

The European Commission (EC) has set out its work programme for 2023. At the same time, the European Supervisory Authorities (ESAs) have each set out their workplans for 2023, providing a useful insight on their upcoming regulatory activities and key areas of focus.

The European Securities and Markets Authority (ESMA) and the European Insurance and Occupational Pensions Authority (EIOPA) have also launched new strategies that will run from 2023 until 2026

ViewPoint

BlackRock

Regulatory Developments in Europe: Midyear 2023 Outlook



Stephen Fisher
Managing Director
Public Policy



Antony Manchester
Managing Director
Public Policy



Carey Evans
Managing Director
Public Policy



Martin Parkes
Managing Director
Public Policy



Sofia Garrido
Associate
Public Policy



Jasma Khan
Analyst
Public Policy

Additional contributors: Johannes Woelfig, Sarah Matthews, Corinthen Couvidat, Laetitia Boucquey, Adam Jackson, Muirinn O'Neill, Pantea Kalantary-Rad and Georgina Uwafio.

Introduction

Europe started 2023 facing multiple and interlinked challenges. Writing in the second quarter of the year, what we had thought would be a period of relative calm was interrupted in mid-March by episodes of bank stress on both sides of the Atlantic. Although European policymakers provided assurances that no immediate action was necessary to avoid banks in distress in the European Union (EU), ultimately the recent bank stress has reinvigorated the political willingness in the EU to speed up the completion of the Banking Union and to create stronger and deeper European capital markets (the EU's Capital Markets Union and efforts in the UK to boost "productive finance"). These events proved once again how macro-economic events can snap back abruptly, in turn shaping the contours of policy decisions that define the investment and regulatory environment.

From a macro perspective, 2022 was defined by Russia's invasion of Ukraine, an energy crisis combined with advancing climate change, prospects of economic stagflation with pressures on the cost of living, the continued impact of the Covid pandemic, and the growing challenge of the West's complex relationship with China.

Many of these developments have continued into 2023. But, this has galvanised the policy maker response, including at the EU level given its historic capacity to make some of its greatest advances in crisis.

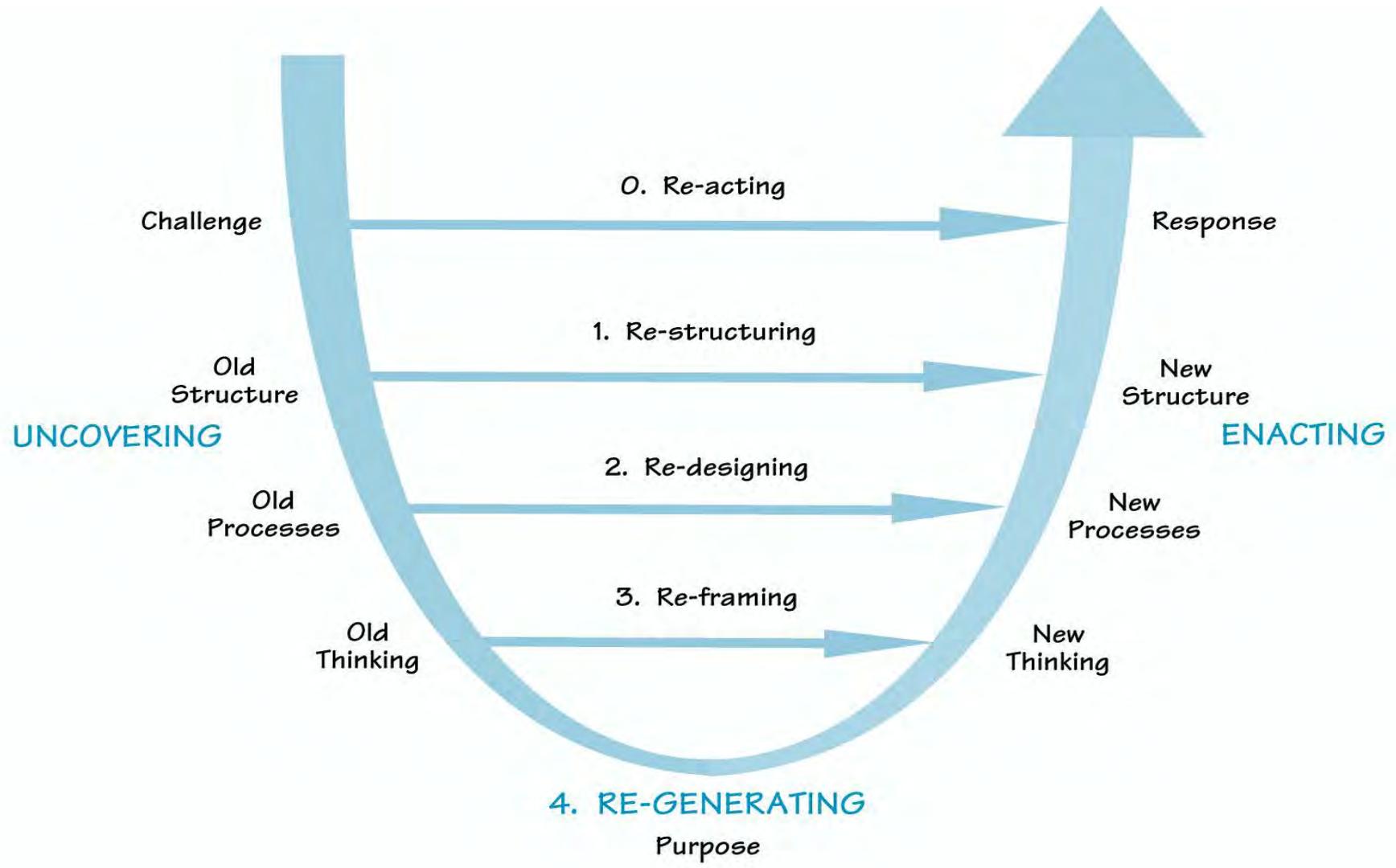
In contrast to the post-Global Financial Crisis (GFC) period, the policy challenge for the financial services sector will stem not from being at the centre of politician's preoccupations, but the extent to which it is impacted by Governments' other objectives, such as boosting competitiveness, tackling climate change, and promoting economic resilience.

There are many ways in which this macro backdrop cascades into the financial services regulatory agenda in the months and years ahead. For instance:

- The conflict in Ukraine has led to new financial and economic sanctions and further de-risking of the global economy.
- In Europe, economic de-risking stemming from a growing deglobalisation trend could morph into political fragmentation. Therefore, accelerating the EU's agenda of open strategic autonomy and the UK's drive to develop its own frameworks – although the Windsor Agreement earlier this year has had the effect of warming post-Brexit relations.
- Fiscal constraints mean Governments are looking to the private sector to invest more in growth industries.
- Popular attitudes to technological innovation, data, and "big tech" could translate into concrete regulatory measures for financial stability, competition, and national sovereignty.

The opinions expressed are as of May 2023 and may change as subsequent conditions vary.

[blackrock.com/publicpolicy](#)

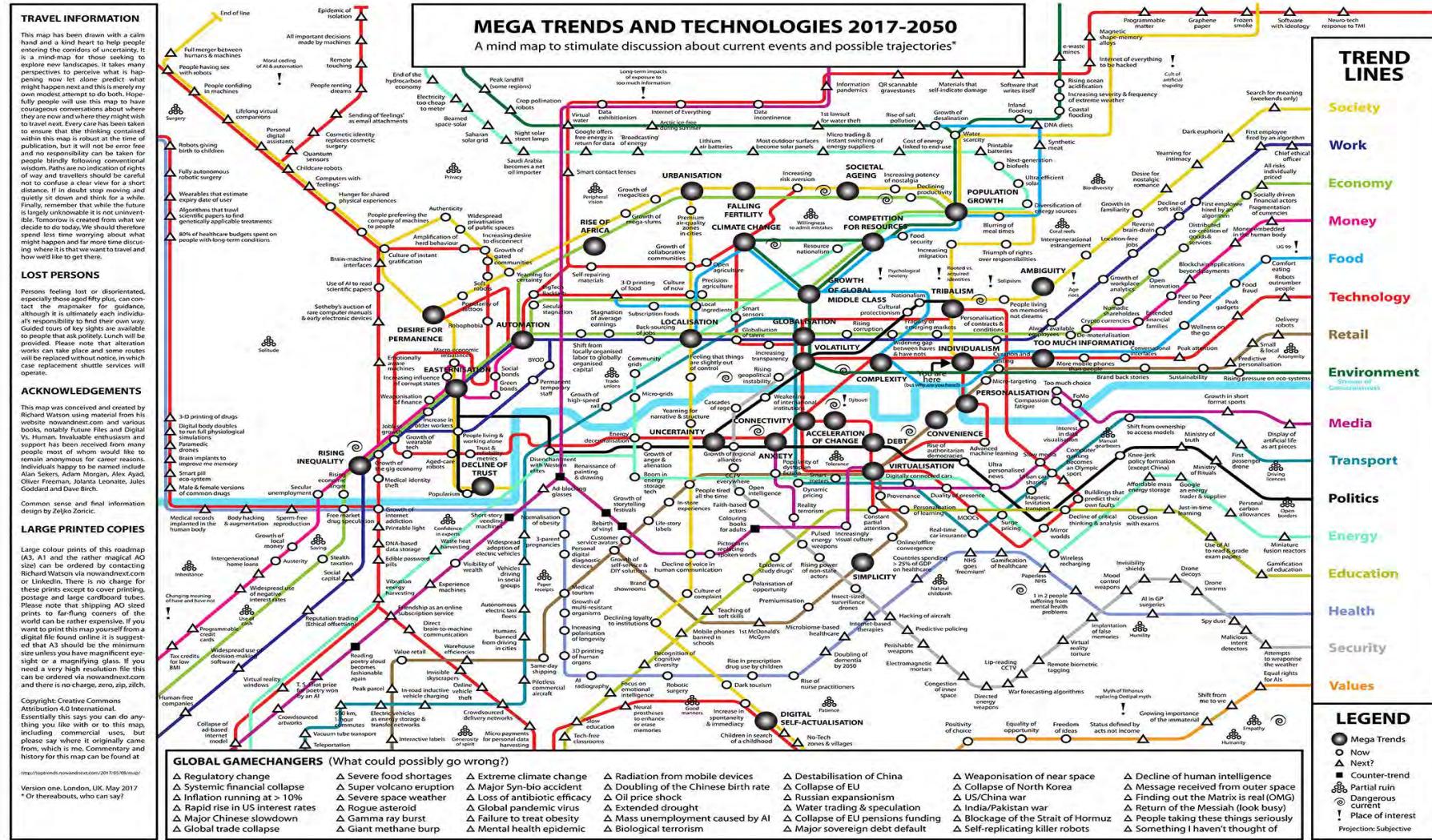




Il primo telefono Nokia "leggero" è il **Nokia Cityman 100 del 1990** che pesava 485 gr. La prima chiamata GSM al mondo è stata effettuata dal primo ministro finlandese Harri Holkeri il 1º luglio 1991, utilizzando le apparecchiature Nokia sulla rete a 900 MHz costruita da Nokia e gestita da Radiolinja.

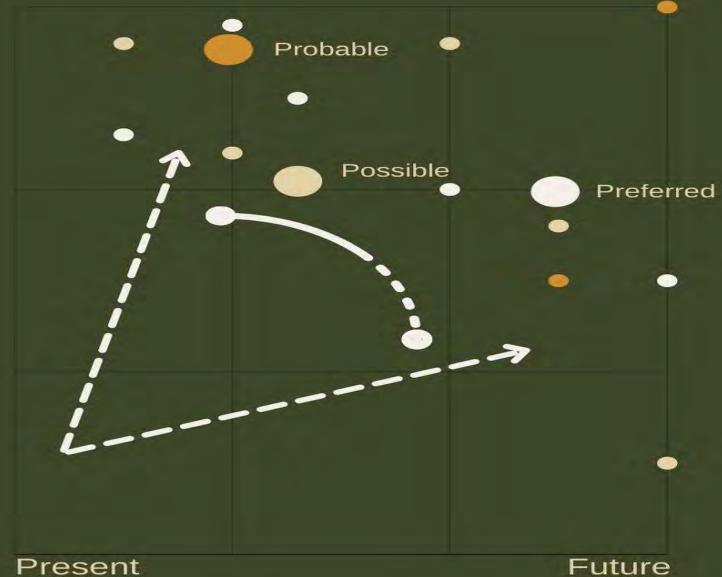








Forecasting

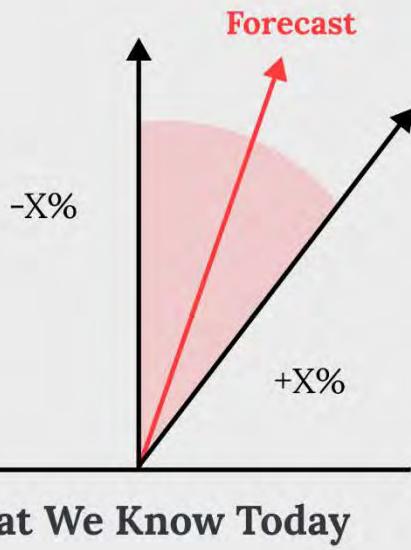


Foresight

Planning For
One Future

PREDICTION

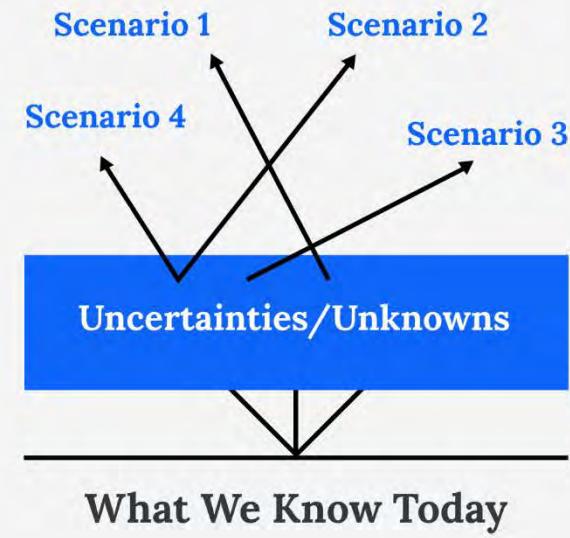
Forecast Planning

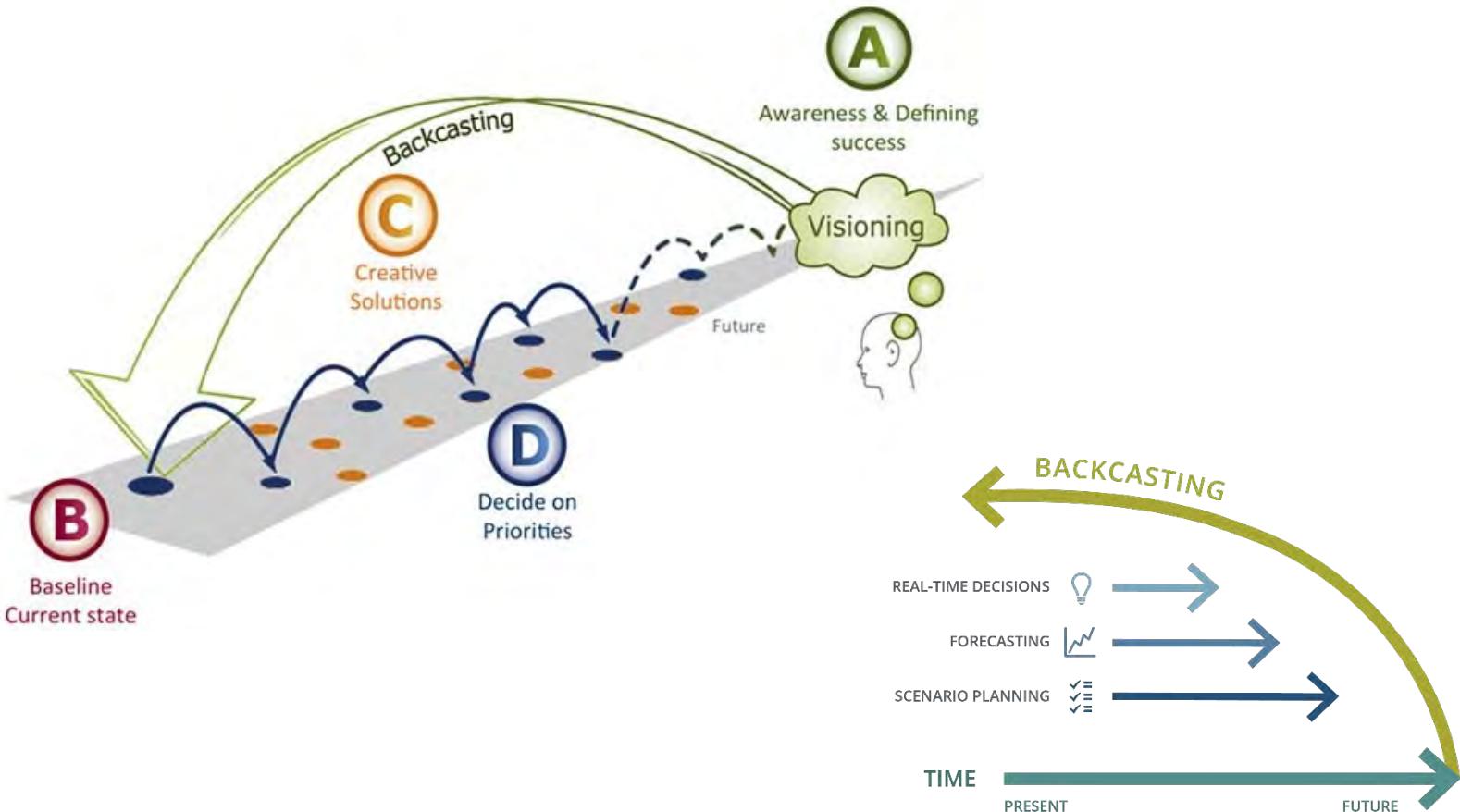


Planning For
Multiple Futures

FORESIGHT

Scenario Planning





Foresight is a systematic, participatory process, creating collective intelligence about the medium- to long-term future. It can support policymaking by informing short-term decisions to ensure they are coherent with long-term objectives.

The development of scenarios is one of the techniques used in foresight. It identifies the relevant drivers of change of the system being considered and analyses the interplay between the respective drivers. This helps to develop a deep understanding of the logic and direction of various possible future developments.

2030 2040 2050



WHAT'S HOT

2040 • BRUSSEL

Mass chip implantation

ALEXANDR IWAAC

2030 • CALIFORNIA

Antiviral Sputnik

PAVEL VOPHIRA

2030 • SOCHI

Robot-rescuer

ALEXANDR IWAAC

2050 • QUEZON CITY

Medical Booth

Create The Future

Spark new ideas with Trend Hunter AI, the world's #1 largest, most powerful trend platform. We unlock insights with a global network of 363,221 Hunters, billions of views, AI and a skilled team of Researchers and Futurists. Join 3,500,000+ on the cutting edge:

[ADVISORY SERVICES](#)[FREE 2024 TREND REPORT](#)[TOP 20](#) [TODAY](#) [WEEK](#) [MONTH](#)

#1: Rugged Ultra-Compact Coolers

The YETI Roadie 15 Hard Cooler Fits Up to 22 Cans [FULL ARTICLE](#)

A black and white portrait of Niels Bohr, a Danish physicist. He is shown from the chest up, wearing a dark suit jacket over a white shirt. His hair is dark and neatly styled. He has a serious expression and is looking slightly to his left. The background is a solid dark grey.

Prediction is very
difficult, especially
about the future.

Niels Bohr



Evaluation and selection of business strategies

It helps you to develop framework for your business strategy.



Identification of future possibilities

It allow a business organization to act or react upon feature developments.



Expanding mental models

This slide is 100% editable. Adapt it to your needs and capture your audience's attention.



Integration

It is easier to set up KPIs in line with your business strategy.



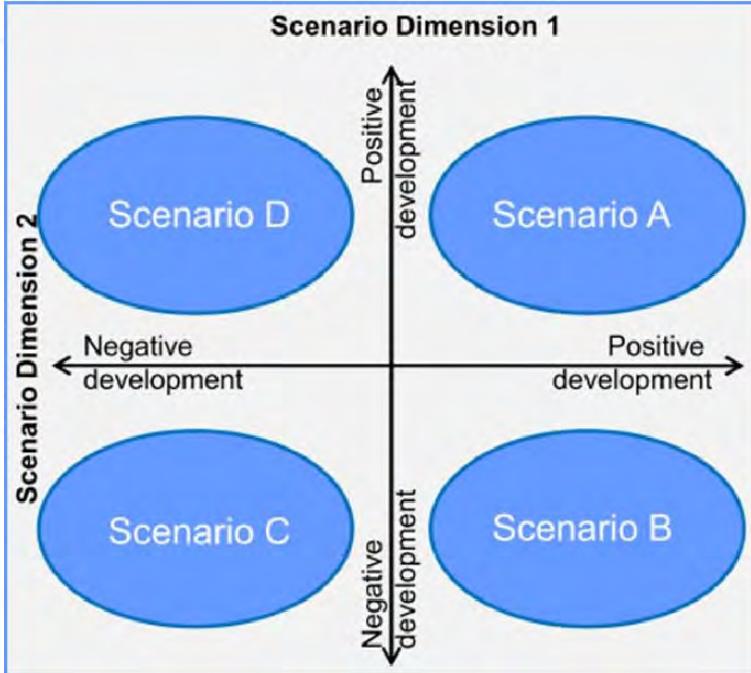
Awareness of environmental uncertainties

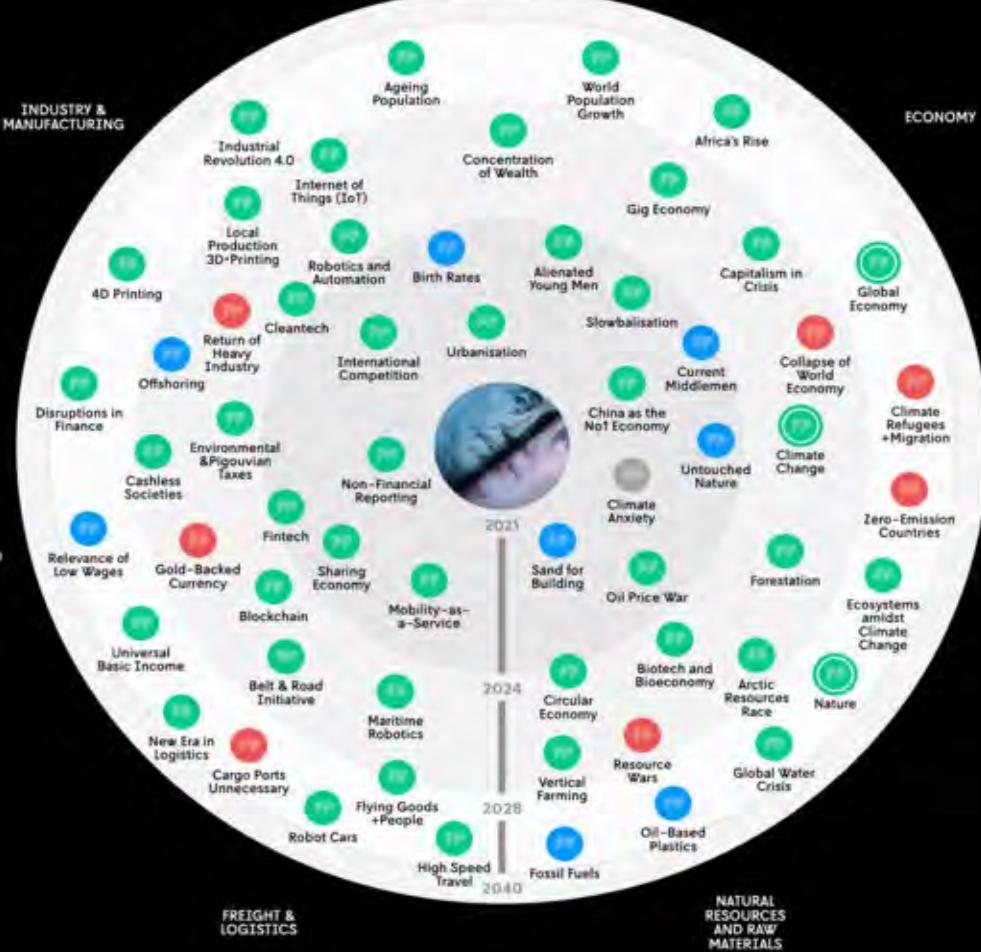
It is used to make decision-makers aware of the unstable business environment.



Triggering and accelerating of organizational learning processes

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Types of Futures Knowledge

Types of Futures Intelligence

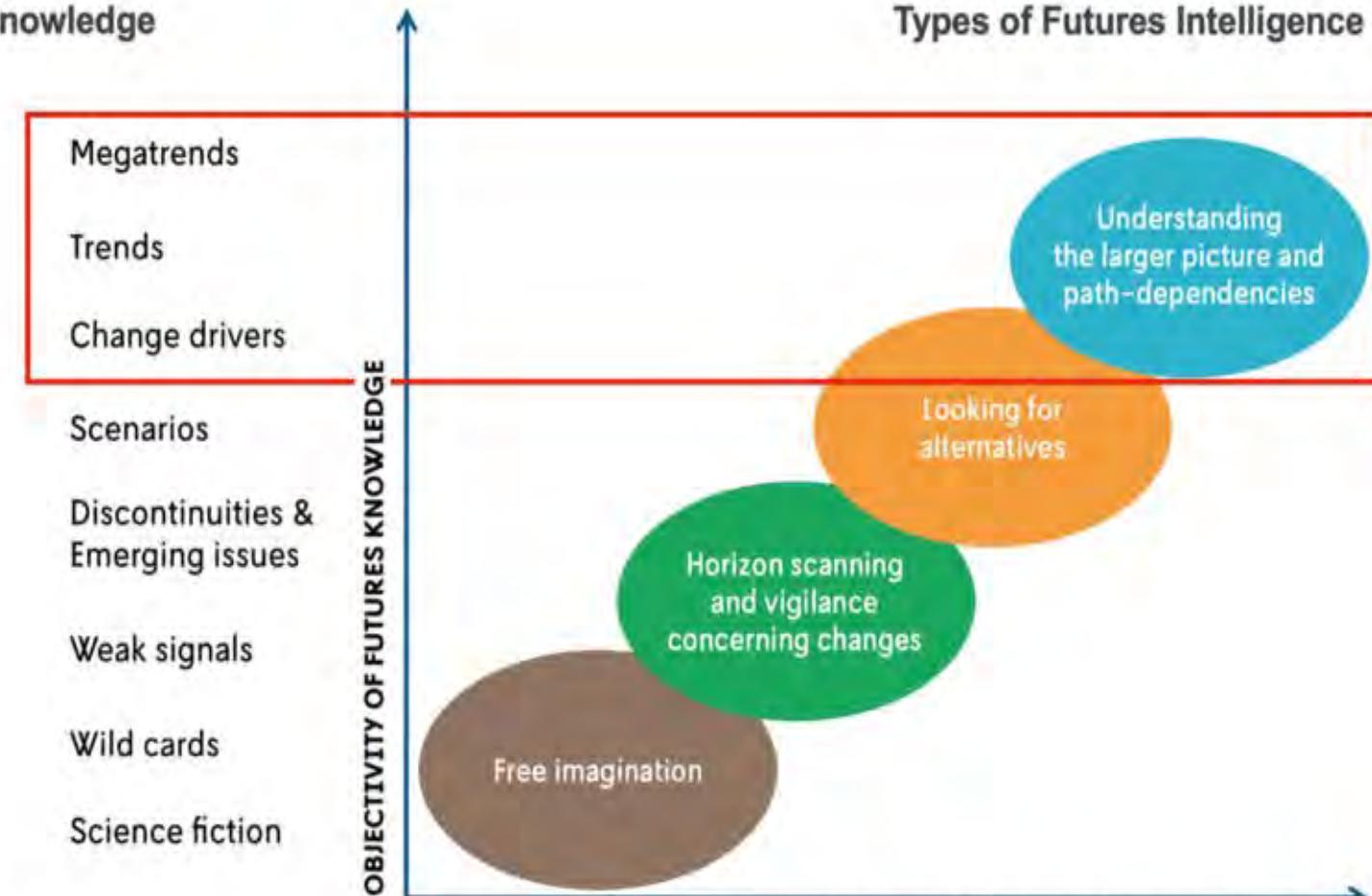
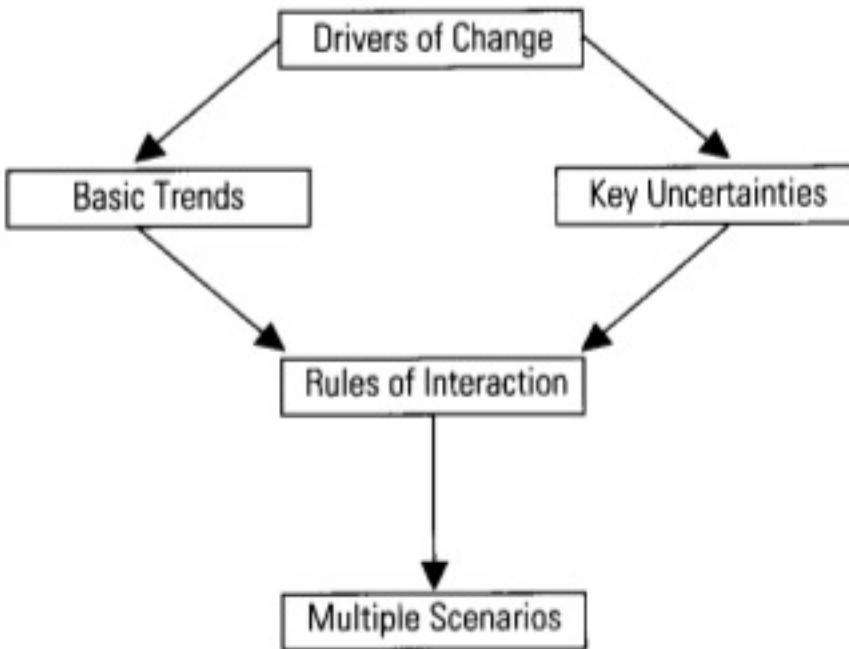


Figure 2 Building Blocks for Scenarios



“

IF I HAD ASKED PEOPLE
WHAT THEY WANTED
THEY WOULD HAVE SAID FASTER
HORSES

Henry Ford (1863 – 1947)



project (n.)

c. 1400, *projecte*, "a plan, draft, scheme, design," from Medieval Latin *projectum* "something thrown forth," noun use of neuter of Latin *projactus*, past participle of *proicere* "stretch out, thrust out, throw forth," from *pro-* "forward" (see **pro-**) + combining form of *iacere* (past participle *iactus*) "to throw" (from PIE root ***ye-** "to throw, impel").

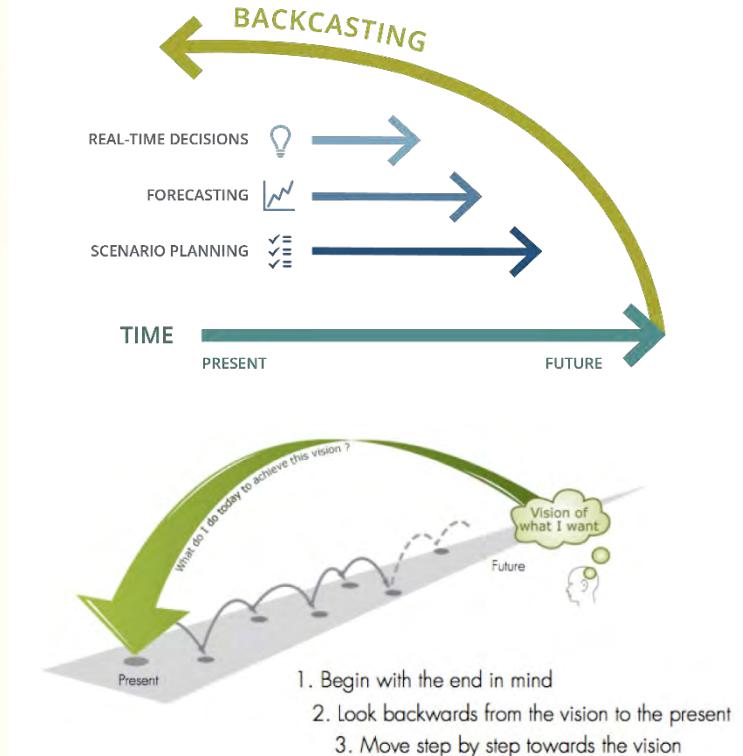
Meaning "scheme, proposal, mental plan" is from c. 1600. Meaning "group of government-subsidized low-rent apartment buildings" is recorded from 1935, American English, short for *housing project* (1932). Related: *Projects*. **Project manager** is attested from 1913.

project (v.)

late 15c. (Caxton), "to plan, to scheme," from Late Latin *projectare* "to thrust forward," from Latin *projactus*, past participle of *proicere* "stretch out, throw forth; hold in front; fling away; drive out," from *pro-* "forward" (from PIE root ***per-** (1) "forward") + combining form of *iacere* (past participle *iactus*) "to throw" (from PIE root ***ye-** "to throw, impel"). The notion is to "cast forward in the mind."

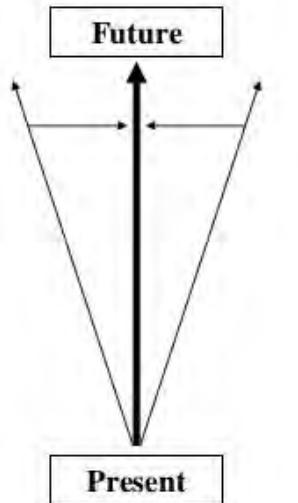
Meaning "to throw out or forward" physically is from 1590s. Intransitive sense of "to stick out, protrude beyond the adjacent parts, extend beyond something" is from 1718 (also an architectural sense in the Latin verb). Meaning "to cast an image on a screen" is recorded from 1865.

Psychoanalytical sense, "attribute to another (unconsciously)" is from 1895 (implied in a use of *projective*), probably a figurative use from the meaning "throw the mind into the objective world" (1850). Meaning "convey to others by one's manner" is recorded by 1955. Related: **Projected**; **projecting**.



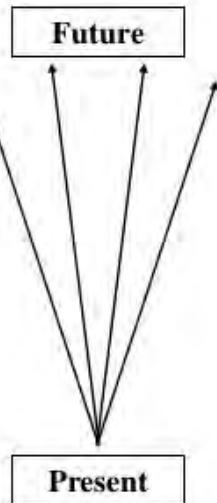
Forecasting

BAU Scenarios
Predict most likely future



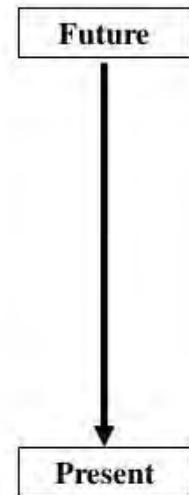
Exploratory Scenarios

Explore alternative futures



Backcasting

Assess feasibility of desirable future(s)



**NEVER PLAN A
FUTURE WITH PEOPLE
WHO DON'T HAVE
FUTURE PLANS.**
KUSHANDWIZDOM

2020 Forecast: Creating the Future of Learning

Pattern Recognition

The Maker Economy

A New Civic Discourse

Platforms for Resilience

Amplified Organization

Altered Bodies

Experimenting at the intersection of environment and performance

Advances in representation are revealing new understanding of the brain, its plasticity, and its responsiveness to the environment. Emerging research on resilience and physical "robustness" will challenge standards of what is "normal," and will spark innovation that help make people more robust in the same sense that they are robust in health and resilience from climate change, pollution, war, extreme urbanization, and other challenges. These changes will affect the next decade's new stresses on minds and bodies. These stresses will converge as people become more fragile in a world of organized learning and will emphasize schools, districts, and other learning organizations.

- How will amplified educators and students experiment with the school in the broader community?
- What will be the relationships between self and environment in their students, with their mission to educate all students, and with their mission to support the well-being of people with the widest range of disabilities and two-edged and their impacts on learning?

Learning Agents

For

Self

Organizations

Systems

Society

Economy

Knowledge

Key

Change

Trends

Signals

Metrics

Events

Opportunities

Risks

Challenges

Threats

Issues

Concerns

Opportunities

<p

Deloitte.

TrendRadar: Future of Sustainability



MAKING AN
IMPACT THAT
MATTERS
Since 1851

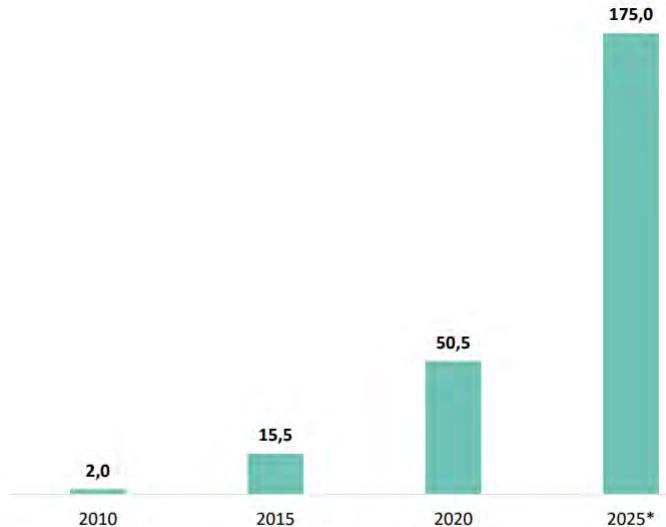


Figure 1 – Development of global data volume in zettabytes, *forecast
(source: IDC t1p.de/The-Digitization-of-the-World)

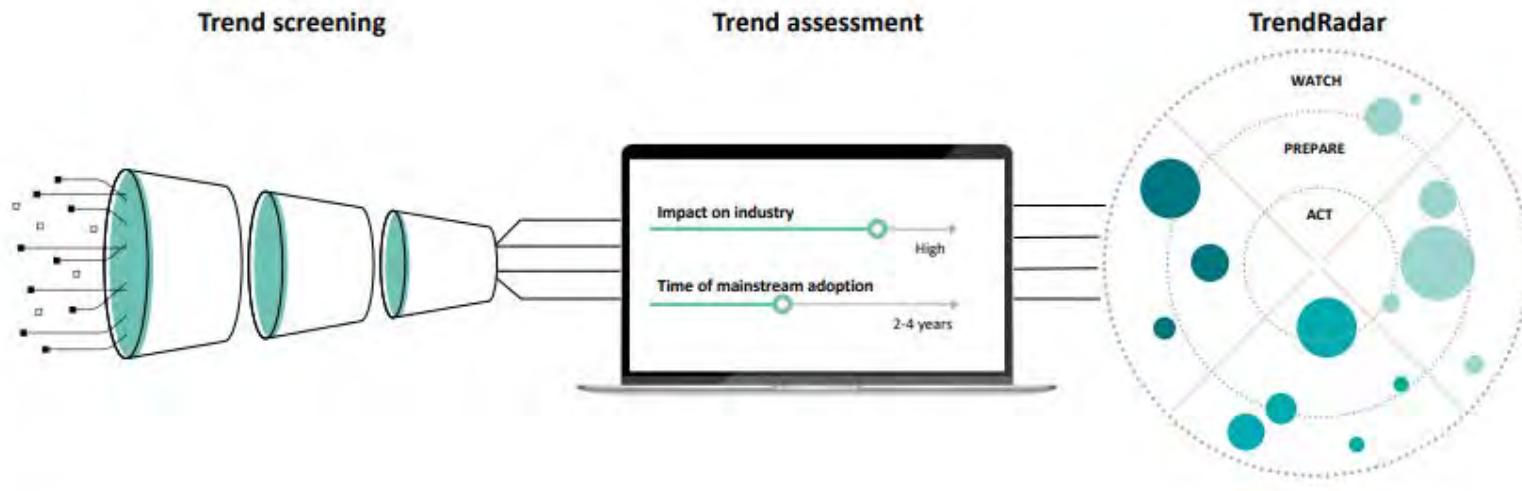


Figure 2 – The three-step approach of the TrendRadar



CLIMATE CHANGE

MEGATREND/CHALLENGE



Between 1880 and 2012, the average temperature of the global land and ocean surface increased by 0.85°C, the temperature in the arctic even by 2°C. In the northern hemisphere, the last 30 years are the warmest in the last 1400 years. Because of increasing CO₂ emissions and their strong, almost linear, relationship with the projected temperature change, further warming over the next few decades seems inevitable.

SHORT DESCRIPTION

Anthropogenic greenhouse gas (GHG) is considered a major cause for the overall warmth. CO₂ emissions are responsible for about 75% of global GHG emissions. Major emitters of GHG are the combustion of fossil fuel (CO₂) and agriculture (methane and nitrous oxide). Climate change will have profound impacts on water and food security.

The average temperature of the oceans will rise and the water will acidity. In addition, the arctic region will continue to warm and the melting polar caps will also account for the rise of the global mean sea level. Extreme weather events such as heat waves and heavy rains will occur more often and last longer, while extreme precipitation events will become more intense and occur more often. This will affect agriculture, Extreme weather events will affect water availability and supply, food security, and agricultural incomes. It is expected that there will be a detrimental impact on the yield of the major crops such as wheat, rice, maize, and soybean. Freshwater, water and groundwater resources are likely to become scarce in the dry subtropical regions.

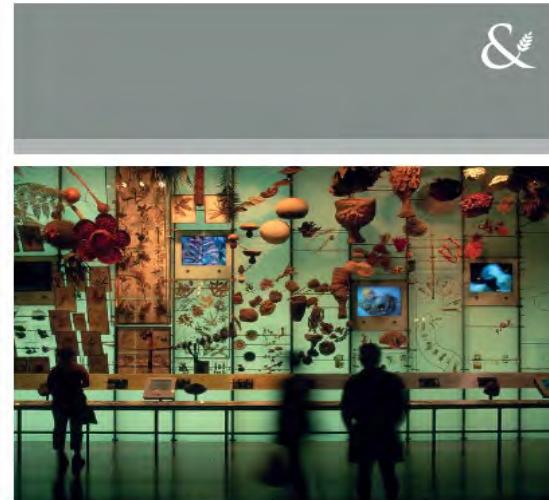
This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 774088

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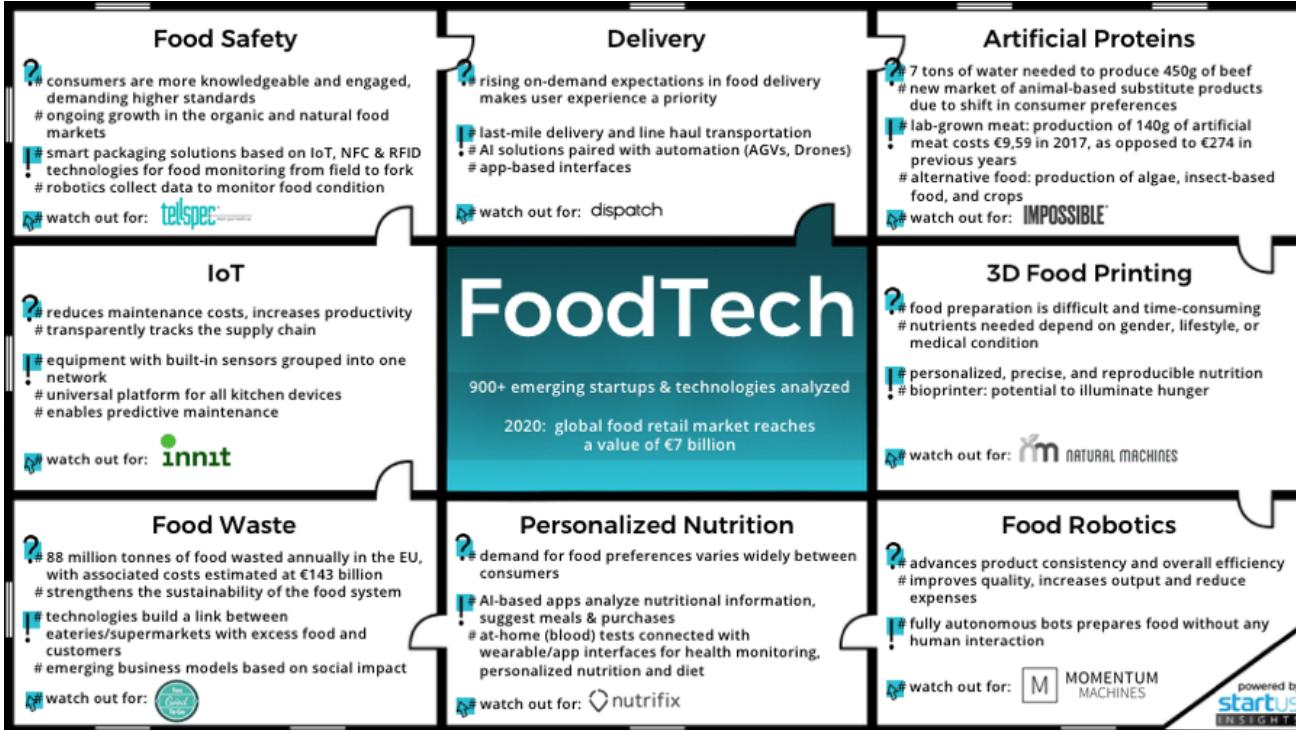


Eating in 2030: trends
and perspectives

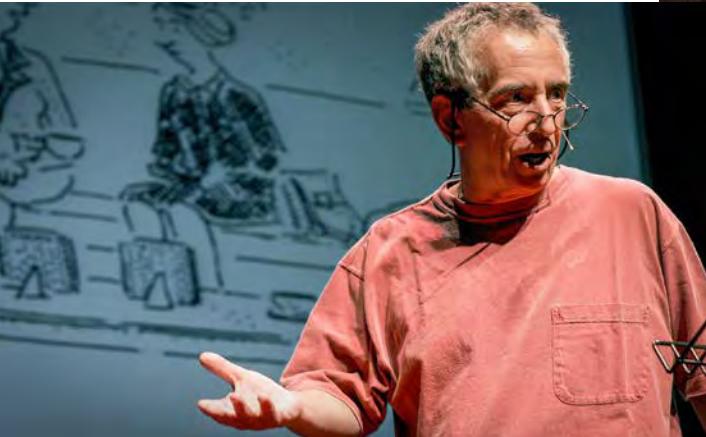




Food Innovation



RICORDATE DA DOVE VIENE «DE-CIDERE»?



Barry Schwartz



Technology

Self-aware data (AI); Invisible Technology (IOT); Debunking the Fabricated; Robot renaissance; F&D App-ification

Social Issues

Side quirks and tribes; Mainstream Mindfulness;
Touchworthy food; Food Equality and Food Equity; Social Innovation

Transformative Industry

Disruptive logistics, Retail theaters, Peer-to-peer networks via blockchain. Remixing standardization to personalized offers

Science

Foodomics; Nanotech accidents; Nutrigenetics and Nutrigenomic; Lab/Home Grown Food; Frozen Food Frontiers



Environment

Climate change and biological networks; Food as a landscape/endangered species; Biosensors; Proteins for food, Eco-processing, LCA and re-use/re-cycle/re-manufacturing; From Intensive to Low Impact and Precision Farming

Economics

Trade Threats; Cryptocurrencies, Crowdfunding and Innovative Finance

Market

Food co-curation; Essential Integration; Desperate Detox; Outrageous outsiders; Instant Entrepreneurs; Enlightened Consumption

Policy and regulation

Ethics for food; Predictive protection for Golden Silvers; Brand Youth as politics; Malnutrition and Nourished Planet

CAPIAMO IL METODO



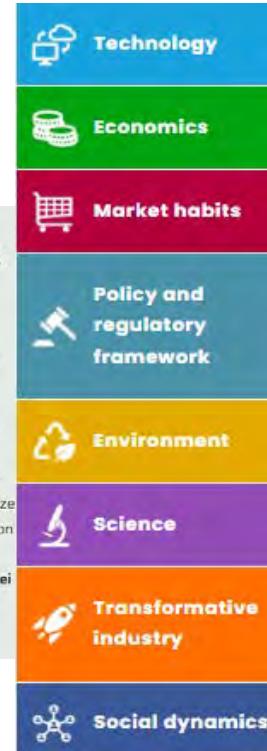
ESG Company Profile

Kiko presenta il suo primo programma di sostenibilità

23 Giugno 2023

Kiko Milano ha pubblicato il suo **primo ESG Company Profile** al 31 dicembre **2022**, che attesta l'approccio dell'azienda nei confronti della sostenibilità. Il programma prende il nome di *Kiko Milano Cares* ed è articolato in due parti principali, **ambiente e persone**.

Kiko Milano Cares for the People affronta realtà sociali che la toccano nel profondo, come la violenza domestica o il cancro. Le priorità di Kiko sono di **promuovere la sicurezza e lo sviluppo di tutte le persone coinvolte** nell'attività del brand, dai clienti ai dipendenti e fornitori, e **creare valore condiviso per le comunità** in cui opera attraverso iniziative, progetti ad hoc e collaborazioni con associazioni terze. Nel 2022, il brand ha erogato oltre **27 mila ore di formazione** e coinvolto oltre il 75% dei dipendenti con formazione cross-job e corsi di sostenibilità, sicurezza e informatica. Kiko ha inoltre mantenuto la partnership con **Fondazione Umberto Veronesi**, avviato una collaborazione con **Associazione Amici dei Bambini** e sostenuto economicamente alcune realtà che si occupano di violenza domestica come la fondazione spagnola **Ana Bella**.



GOVERNiamo LE TEMPESTE

ACCELERATED CONVERGENCE

The "Transformative Twelve" can deliver significant impacts to food systems by 2030

The power of technology innovation is helping transform global food systems by helping to face the main issues on safety, quality, stability and enhancing the sustainability of the food chains.

Technology is driving change in the shape of demand (e.g. alternative raw materials and proteins; food sensing technology for safety, quality and traceability; nutrigenetics for personalized nutrition, lab-created foods), processing, preparation and distribution. Technology is also promoting value-chain links (e.g. mobile service delivery; big data and advanced analytics; ICT for real-time supply-chain; blockchain-enabled traceability), and it is creating more effective production and delivery systems (precision agriculture; gene-editing for multi-trait seed improvements; microbiome technologies to enhance resilience; off-grid renewable energy generation and storage; advanced robotics, Artificial Intelligence and 3D-printing). The GRIN (Genetic, Robotic, Information and Nano-processes) technologies are one of the models that is expected will have an impact on the entire socio-economic globalization context.

REIMAGINING MONEY, POWER BALANCE AND OWNERSHIP

Dramatic Economic Shifts Are Rearticulating The Economic Models (And The Systems Behind Them)



Trade threats, leasing and sharing instead of owning, cryptocurrencies, alternative securitization, globalization and the 4IR (Fourth Industrial Revolution) are modifying in a non-reversible way the meaning of food economy itself.

The Maker Economy and the Instant Entrepreneurship are democratizing food production, processing and design. Prices of food and trade threats are used as a power weapon to address globalisation and the crisis of the middle class. Money and ownership are turning virtual, even if they are more real than ever as a hot topic for food security and food quality. The convenience format that allows the balance between demand and offer is shifting and introducing a new frame for traditional economics and economy models in the food industry.

Financial literacy is widening models and requires new skills and talents to make food consumption proactive and the food entrepreneurs more powerful and competitive.

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 Technology
 Economics
 Market habits
 Policy and regulatory framework
 Environment
 Science
 Transformative industry
 Social dynamics

A NEW CIVIC DISCOURSE



Market And Consumption Trends Are Rearticulating The Identity Of Consumers And Communities In A Global Society.

It's not just a matter of market share and consumption trends. Food is one of the rare commodities for which the potential market is 100% — everyone needs it. The future of food is undoubtedly changing, but while many of us have dabbled in UberEATS8, few have substituted meals with bottled drinks, or chocolate bars with grasshopper bars. Our established relationship with food may well be what stands in the way of its disruption. So, can we disrupt in a way that allows us to keep our relationship with food? For example, the social aspects of eating are sustenance for another

part of our human needs — can they be bundled and commoditized too? Perhaps they can — the Nourished Project has explored using virtual reality to make users believe they are eating delicious foods.

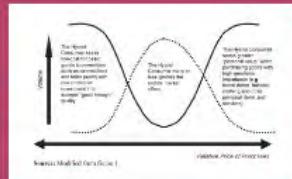
SIGNALS



Welcome In The Era Of Informant Prosumers



Plant Butchery And New Veganism



Hybrid Consumers And Convergence Marketing



Ethical Consumerism And Fair Trade



Digital Potential Of Personal Shopping Experiences



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	Social dynamics

POLICIES THAT MATTER



Self Regulation V/S Bundled Food Policy Will Drive The Future Of The Food Regulatory Cascade.

The main challenges in the food systems are asking for related policy options. On the other side, policy and regulation can inspire, orient, prioritize changes in the future of food and food-related issues.

Various are the policy options that can help the food players to better address future challenges whether you consider the "Global" or the "Pharma" Food scenarios, or if you consider the "Regional Food" or the "Partnership Food" scenarios (see the latest JRC Study for the EU Parliament).

Emerging arguments will be dealing with how, in the future, the regulatory food framework will decline pairs of divergent trends:

- a) self-regulation vs. common standards to address the maker economy, globalisation and international trade and mobility;
- b) sector-specific vs. bundled or integrated policy, i.e. when considering diet and health or start-up flexibility and related easy procedures or standards to market functional foods.

The intersection of the three usual regulatory drivers (i.e. fiscal pressure, relevance to public health and environment) leaves the food sector more exposed to significant changes in future regulation in a sort of "regulatory cascade" that will accelerate complexity and address main core aspects of the future food (product content; product labelling; on-packaging health warning; POS information; advertising restriction; sale and possession; point of consumption; product taxes).

SIGNALS



Delivering On EU Food Safety And Nutrition In 2050



Cities As Self-Regulatory Bodies On Food



Multi-Level And Bottom-Up Policy Design



Conflicts Among Policies And Integrated Effort To Have A Common Path



Legislating For A Fairer Food Chain



Social Unrest And The Crisis Of The Middle Class (In Developed And Emerging Countries)



Food Labelling And Standards



Rising The Bar: A New Agenda For New Jobs



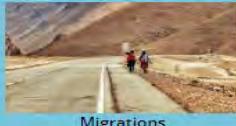
Buy Well To Set Up The Policy Framework



The New Imperative Of Health And Environment



Innovate By Law: What AKIS Will Do For The Future Food



Migrations

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	Transformative industry
	Social dynamics

ENVIRONMENTAL EATING



Environment Is One Of The Main Paradigms Of The Economy And Society; It Contributes To Defining The Overall Scenario Inside Which All The Other

"Tell me what you eat, and I will tell you what you are." This is the well-known quote from the French physician Jean Anthelme Brillat-Savarin. The pyramid of food and environment is derived from latest scientific research. Natural resources are precious and finite. The nutritional value of products from the primary production is decreasing. Factors that are highly affecting our environment and the trends in agriculture are changing. Thereby the biodiversity is under serious risk.

In the agrifood sector additional aspects that are affecting the resources are the consumption and the damage of CO2 emitted in the environment. The climate change is a major challenge. Increasingly important is the concept of "environmental sustainability". The environmental challenges are of the great challenges for the next twenty years.

SIGNALS



Sustainable Production And Circular Economy



Climate Change



The Challenge Of An Ultra Low Emissions World



Maintaining Biodiversity And Ecosystems



Preventing And Recovery Food Waste

TRENDS



SUSTAINABILITY AGAINST THE CLIMATE

The planet will reach the crucial threshold of 1.5 degrees Celsius for hundreds of millions of people. The date, which

[Read More](#)



Reinventing Plastics



The Force Of The Double Pyramid



Insects As Source Of Proteins



Food Landscape As Heritage



The Water And Energy Challenges That Will Transform Food

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FOODOMICS AND FOOD GENETICS



"Bioactive Compounds" Are Compounds That Occur In Nature, As Part Of The Food Chain, That Have The Ability To Interact With One Or More Components Of The Living Tissue By Showing An Effect On Human Health.

Food science is moving towards the so-called "genetic revolution" and focuses on bioactive compounds and genetics. The diversity of bioactive compounds derives from the infinite combinations of fundamental functional groups. The potential of each food matrix come from the combined and concerted action of nutrient components and biologically active compounds, i.e. polyphenols, carotenoids, lignans, glucosinolates, terpenoids, limonoids, phytosterols, etc., that can lead into a wide spectra of biological and physiological functions. Dietary components have beneficial roles beyond basic nutrition, leading to the advancement of the concept and perception of food as functional and nutraceutical. New potentials/features of nutrients should be considered, both qualitatively and quantitatively.

👁 SIGNALS



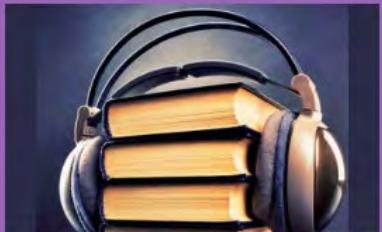
Lifelong Learning And Distributed Expertise



Nonagenarians, Retrotrust And Golden Silver



Emphatic Frugality And Collaborative Society



The Boom Of Audiobooks And A New Oral Future For A Regenerated Trust



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AMPLIFIED INTERSECTIONS



Different Mixtures Are Changing The Way To Think About The Food Sector: It's A New Game-Set, A Different Web Altering The Usual Ways We Consider The Value Chains.

Trends are "profits waiting to happen", as Chris Sanderson from the Future Laboratory uses to say. In the business world, "transformational change" involves a company making a radical change in

its business model, often requiring changes in company structure, culture and management. "Transformational industry" means that, over the next two decades, the traditional food value chains (agriculture and stewardship; manufacturing and branding; distribution and logistics; retail and information; consumption and taste; disposal and renewal) will be reshaped by a totally new set of complex relationships, that is re-arranging the value-chains from efficiency to flexibility and include more and more daily and disruptive intersections with other industries.



TRENDS



HYBRIDIZATION

Cross-sector comparison is not anymore limited to get some inspiring insights [Read More](#)

Forecasting to Endcasting

Develop collaborative plans using timely information gathered from supply chain partners

When manufacturing is moved offshore, instead of formulating demand two-to-three months into the future, now forecasters need to be thinking four-to-six months into the future and beyond. The longer the forecasting horizon, the less accurate the forecast will usually be.

Thus, one of the consequences of the trend to offshore manufacturing is to leverage collaboration so that the forecasts that are necessary to drive these longer lead times are usually less accurate than they would be if the manufacturing were taking place closer to the customer. When accuracy is lower, more inventory is needed to fulfill acceptable delivery times to customers. So offshoring has made forecasting more difficult and also makes managing more important.

What a game-changing in the forecasting and demand planning realm is the ability of high-end forecasting processes to sense and respond to dynamic and evolving customer or consumer behaviors. According to Ernst & Young, to do this requires mining data from multiple sources, including social media, point-of-sale, and relevant subscription-based services, which provide this data (A, Nielsen, D&B, weather data, user surveys) and modeled through analytics engines. These data are then processed and made relevant to the forecasting process to predict the sales of goods sold to customers at the right time and location (demand point). This demand signal is then rippled through the planning and decision supports processes like Integrated Sales and Operations Planning and then through the actual execution from sales order processing to manufacturing execution.



BLOCKCHAIN-BASED NETWORKS AND TRUST

The blockchain is pretty technical at its core, but basically it's a way for digital information to be stored and distributed, but not copied. It is the ultimate peer-to-peer network.

[Read More](#)



GOVERNiamo LE TEMPESTE



Sustainability trends: 5 issues to watch in 2024



<https://www.ibm.com/think/insights/sustainability-trends>

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The Sustainability Project

Home / Net Zero and Energy / What are the top sus...

ARTICLE

What are the top sustainability trends for 2024?

Disclosure, accountability, nature and climate adaptation are all high on the business agenda for the coming 12 months



<https://impact.economist.com/sustainability/net-zero-and-energy/what-are-the-top-sustainability-trends-for-2024>

ARTIFICIAL OVERTARGETING

Lured by the promise of big data, organisations tend segment audiences too narrowly and unintentionally end up abandoning large groups.

Both in politics and in market strategies, a global shift going towards individualism/tribes/groups is emerging, and it crosses age, ethnic, and social groups worldwide. It's one of the aspects that refers to increasing thoughtful and mindful consumers and citizens who take care and, increasingly, action as well.

Demographic changes are opening new frontiers for pressure and opportunities in the food sector. The Silver Economy and ageing of population will be a sort of new "Gold Mine" for food. Millennials and Gen Z, on the other side, open up the market to new talents and to an extended (by physical and technological networks) human capacity that is modifying innovation, social ties and creating different platforms for citizenship and for identity in a global society.

An extremely visible and accessible world demands new sensemaking and explores a completely new dimension about the use of social innovation and data can enhance food-related decisions rather than automate them.



PRESSURE TEST!
ANDIAMO A CASA O CI SALVIA MO?





Technology



Economics



Market habits

Policy and
regulatory
framework

Environment



Science

Transformative
industry

Social dynamics

REIMAGINING MONEY, POWER BALANCE AND OWNERSHIP



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Financial literacy is widening models and requires new skills and talents to make food consumption proactive and the food entrepreneurs more powerful and competitive.



TRENDS



PRICE VOLATILITY AND LAND GRABBING

Rapid and unpredictable changes in food prices are a feature of modern markets. For some, they represent a financial opportunity. For others concerned with the welfare of farmers and consumers of agricultural products, this volatility is a problem – but not everyone agrees on what to do about it. The same is for land availability and increasing phenomena of land grabbing.

[Read More](#)

NEW CURRENCIES AND ALTERNATIVE FINANCE TO BUY AND TO INVEST ON FOOD

Love it or hate it, cryptocurrencies – like Banana Coin – have now grown to a point where they cannot be ignored. They are here to stay – at least for the foreseeable future. And the same is for crowdfunding (equity crowdfunding, included), microbonds, value-chain financing and P2P lending. Alternative finance and new currencies will change definitively the way in which transactions will be regulated.

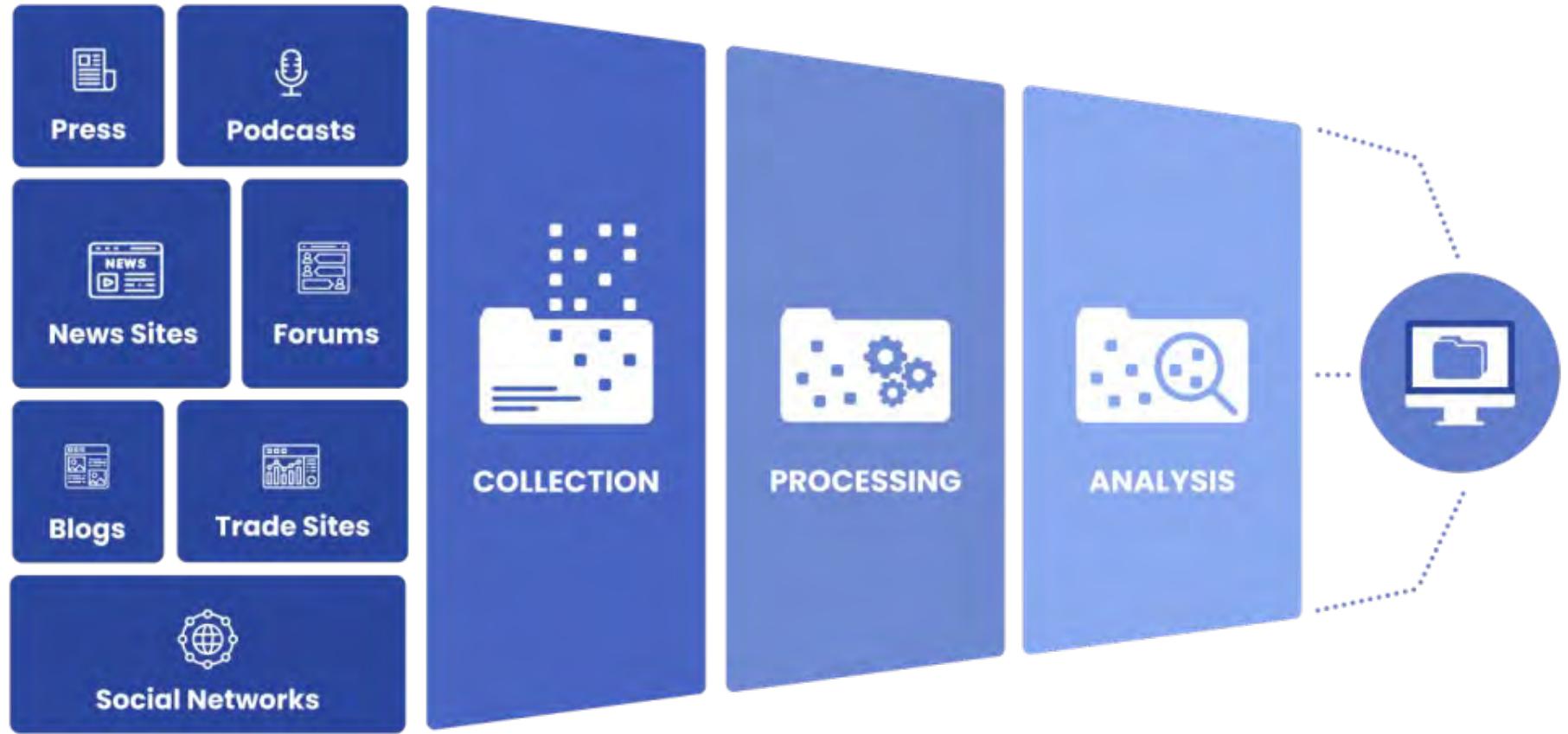
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Open Source Intelligence

OSINT

FORECAST AGGREGATOR





[Rapporto](#) Deloitte 2021



[Analisi Consob](#)



In collaborazione con



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[Rapporto GreenItaly](#)

Think with Google

SOSTENIBILITÀ È QUALITÀ

2024

Realizzato da
Symbola Fondazione per le qualità italiane e Ipsos

FORECAST AGGREGATOR

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Berger

Expertise

Insights

About

Location



≡ Explore

» 2024 trends

**Sustainability trends shaping
corporate priorities in 2024**

**Trend Compendium 2050:
Six megatrends will shape
the next decades**

The 'Scenarios for a sustainable Europe in 2050' project

Published 12 May 2022 — Last modified 07 Mar 2024 — 4 min read — Photo: © Designed by Freepik

→ Publications > Imagining sustainable futures for ... > The Scenarios for a ...

BRIEFING
Imaginary 1: Technocracy for the common good



In 2020, the foresight group within the EEA 'Scenarios for a sustainable Europe in 2050' developed and implemented jointly with th offering engaging, plausible and clearly cor Europe could look like in 2050.

BRIEFING Imaginary 3: The great decoupling



In Technocracy for the common good, sustainability is achieved through state control at the national level, which prioritises society's collective interests. Information and communication technologies enable unprecedented monitoring and control of social and ecological systems.

In 'Unity in adversity', Europeans respond to severe environmental, climate and economic crises by empowering the EU to use stringent, top-down regulatory and market-based measures to set rigorously enforced boundaries for economic activity.

BRIEFING Imaginary 2: Unity in adversity



In 'The great decoupling', innovative companies are the central actors. They succeed thanks to technological breakthroughs, especially in the bioeconomy, enabling the decoupling of gross domestic product (GDP) growth from adverse environmental impacts.

In 'Ecotopia', stakeholders from civil society have brought about a shift in collective thinking and action. Local communities reconnect to nature while technology is used sparingly to enable sustainable lifestyles. Consumption and resource use are being scaled back markedly.

BRIEFING Imaginary 4: Ecotopia



Jump key AI hurdles to advance your AI practice. [Read the summer issue »](#)

COLUMN

Seven Sustainability Trends to Watch in 2024

Anti-ESG sentiment led to “greenwashing” in 2023, even as the planet experienced its hottest year on record. What’s next?



Andrew Winston • January 23, 2024

Reading Time: 7 min

Topics

<https://sloanreview.mit.edu/article/seven-sustainability-trends-to-watch-in-2024/>

SUSTAINABILITY

Top EU sustainability trends to watch in 2024

January 22, 2024



https://publyon.com/top-eu-sustainability-trends-to-watch-in-2024/?switch_language=en

The reset

Immediate actions required to keep people safe and essential business functions operating



The Future of Sustainability is Bright but We've Got to “RE”

The future of sustainability is bright. However, to unlock the radiance of sustainability in 2024 and beyond, we've got to “RE”. We need to “rethink”, “reimagine”, “repurpose”, “recycle”, “reposition”, “reinvent”, and be “regenerative”, “resilient” and responsible in our pursuit of economic development.

We need to “rethink” our strategies, questioning the old ways and asking if there's a better path forward. We've got to “reimagine” a world where profit and planet aren't at odds but are partners in a dance of sustainable progress.

It's time to “repurpose” our resources, ensuring that nothing goes to waste, and everything gets a second shot at usefulness. And while we're at it, let's “recycle” not just our products but our ideas, our goals, and our visions for the future.

We can't keep doing things the same old way. We need to “reposition” ourselves in this global landscape, understanding that every choice we make has ripples across the world. It's a call to “reinvent” our systems, our businesses, and heck, even ourselves.

And let's not forget the power of being “regenerative” and “resilient”. It's not just about sustaining; it's about creating systems that renew, refresh, and restore, and having the tenacity to bounce back from challenges. All while being responsible stewards of this beautiful blue planet we call home.

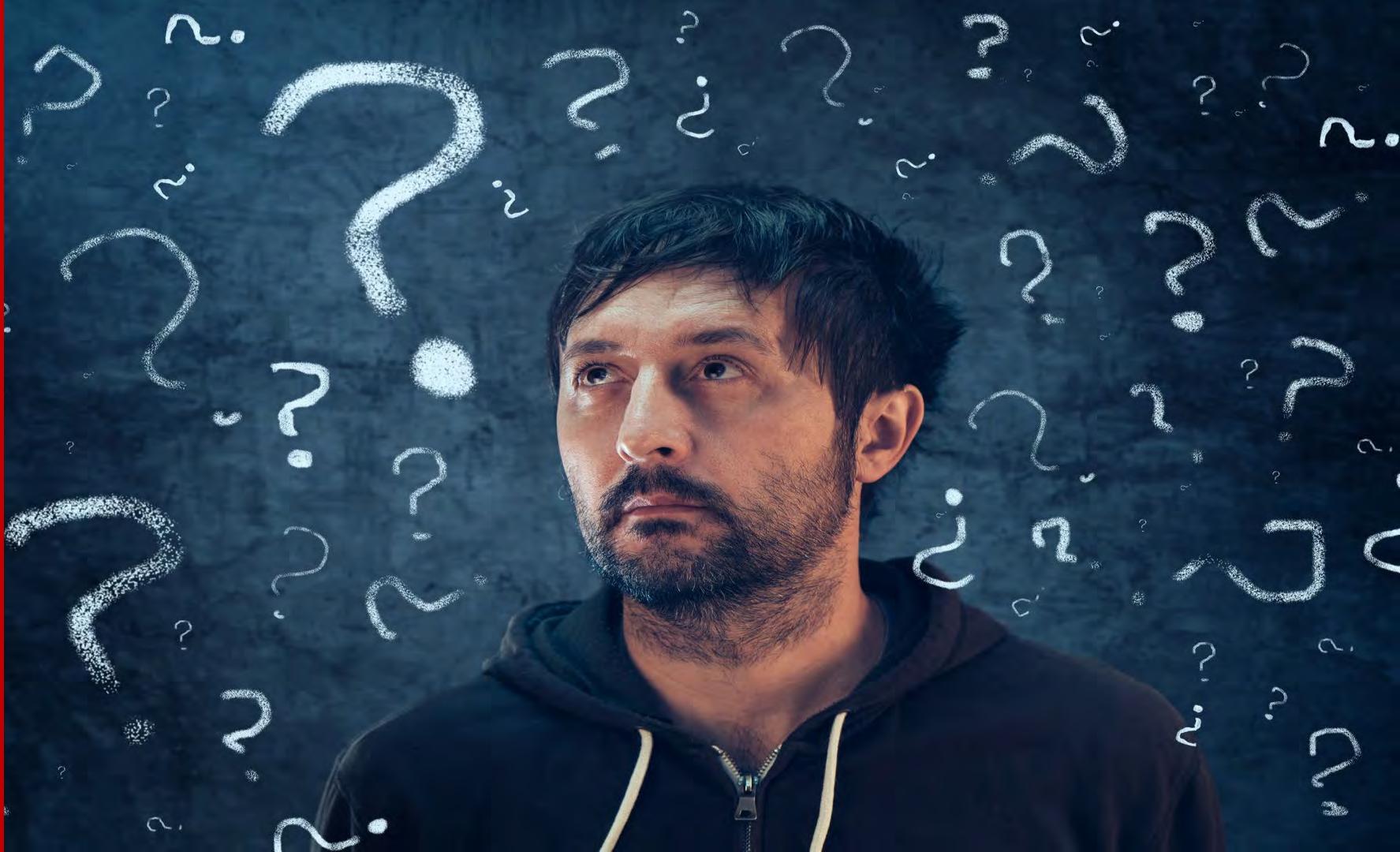
FORECAST AGGREGATOR

The collage consists of five distinct images arranged in a grid-like fashion:

- European Environment Agency (EEA) Website Screenshot:** A screenshot of the EEA's website featuring a map of Europe with various countries highlighted in different colors. A green search bar is at the top. The text "The 'Scenarios for a sustainable Europe in 2050' project" is visible.
- World Economic Forum Report Cover:** The cover of the "The Future of Growth Report 2024" from the World Economic Forum. It features a dark background with blue and red curved lines and the text "WORLD ECONOMIC FORUM".
- ESG NEWS Platform Screenshot:** A screenshot of the ESG NEWS platform, which is described as "La piattaforma dell'economia sostenibile". It shows a navigation menu with categories like Environmental, Social, Governance, Investments, Society, Advisor, Investors, Regulator, and Education. A banner for "ESGmakers" guides is displayed.
- Book Cover: "The Wizard and the Prophet" by Charles C. Mann:** The cover of the book "The Wizard and the Prophet" by Charles C. Mann. It features a large green leaf on the left and a brown leaf on the right, with the title in large, bold, black letters.
- Human Mode Platform Screenshot:** A screenshot of the Human Mode platform, which is described as "The NON-OBVIOUS TREND COLLECTION". It features a dark background with various icons and the text "After ten years of curating the most interesting and impactful trends shaping culture and business, we have a lot of trend data. Browse by category, industry, or year (or if you're feeling ambitious, check all 100+.)". A "Human Mode" logo is at the bottom.

Reviews and quotes are overlaid on the images:

- "Unmatched" - NEW YORK TIMES (above the WEF cover)
- "Necessary" - BOSTON GLOBE (above the book cover)
- "Indispensable" - WALL STREET JOURNAL (below the book cover)



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MODULO 1

PIANIFICAZIONE STRATEGICA E GESTIONE DEI PROGETTI

- *Indirizzi per la costruzione di un Programma Strategico*
- *Programmazione Strategica e SSL*



01

**COSA VUOL DIRE FARE
PROGRAMMAZIONE STRATEGICA**

Concetti introduttivi e Definizioni

La pianificazione si propone l'obiettivo di influenzare l'evoluzione degli eventi in modo dinamico, allineandoli ad obiettivi prestabiliti, e che il punto di partenza di qualsiasi attività pianificatoria è la chiara visione di ciò che si mira a raggiungere.

Solo se il soggetto cui è demandato il compito di programmare ha ben chiaro qual è la sua **missione**, quali sono i suoi **obiettivi**, i suoi **interlocutori** e quali sono i **mezzi** a sua disposizione, può ragionevolmente prendere delle decisioni «razionali» e mirate.

Le decisioni riferite al futuro sono naturalmente inficate da incertezza per cui è necessario che la programmazione delle attività sia flessibile e adattabile agli eventi non previsti o non prevedibili a priori.

La programmazione strategica è un «modo di pensare», una disciplina il cui strumento di programmazione è il programma definito come **«l'esposizione ordinata e particolareggiata di un piano di lavoro da svolgersi in un determinato periodo di tempo»**

La programmazione strategica fa riferimento al processo continuo e sistematico attraverso cui si prendono decisioni circa i risultati futuri desiderabili, su come questi dovranno essere conseguiti, e su come tale conseguimento dovrà essere misurato. Si tratta di un processo finalizzato a dare concretezza operativa alla strategia. In altre parole, attraverso il processo di programmazione strategica viene definita la sequenza logica e temporale degli eventi (le attività) al fine di «ingegnerizzare» l’agire.

Elementi distintivi della Programmazione Strategica

Il reinventing:

Il processo che induce l'organizzazione a verificare la sussistenza dei bisogni che essa persegue e l'adeguatezza delle risorse, delle procedure e delle metodologie impiegate. Si tratta, quindi, di una vera e propria rivisitazione della missione e verifica dello scopo dell'esistenza della data organizzazione e delle risorse necessarie al suo raggiungimento.

L'approccio per obiettivi:

L'organizzazione delle attività messe in campo e la loro aggregazione in forma quantificata ed associata alle risorse necessarie.

La relazione obiettivo-mezzo:

Il collegamento logico di relazione che assicura la coerenza tra le azioni da mettere in campo e le finalità generali del programma da cui discendono, in un sistema gerarchico ordinato per livelli.

la quantificazione e misurazione dei risultati:

la espressione degli obiettivi in forma quantificata e misurabile corredata da indicatori in grado di consentire una efficacia stima dei loro effetti (valutazione exante) ed una utile misurazione in fase di esecuzione del programma (valutazione in itinere).

il processo partecipato:

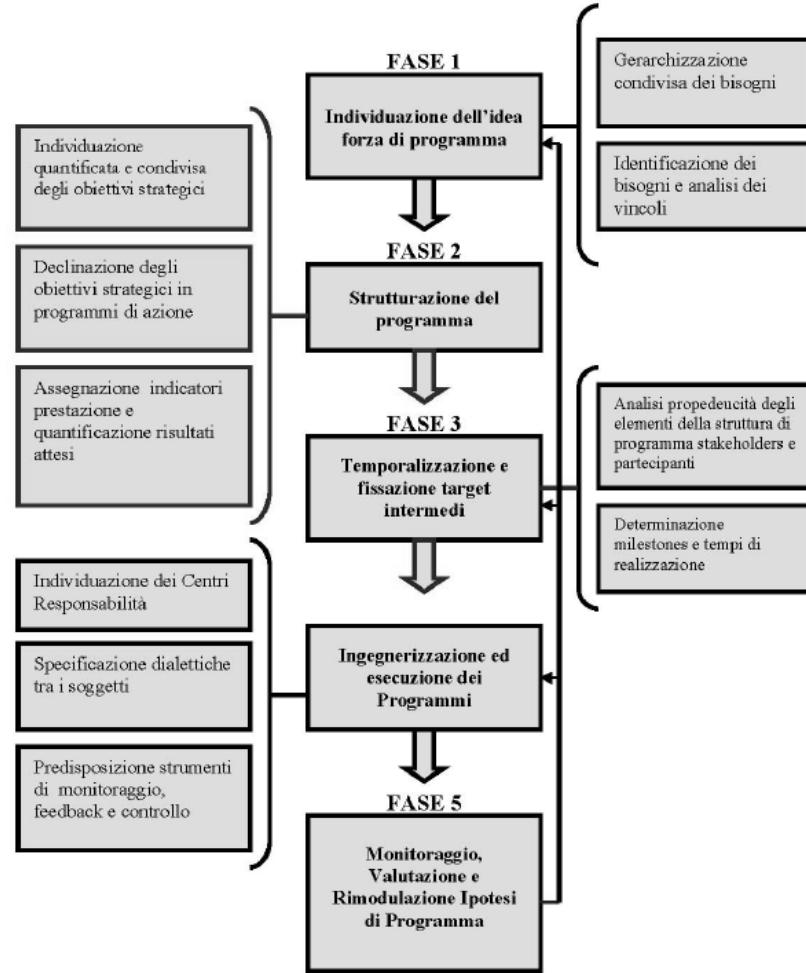
la programmazione strategica migliora la qualità delle decisioni e della loro reale fattibilità attraverso processi di informazione, ascolto e coinvolgimento attivo degli *stakeholders* nei processi decisionali.

Le fasi del Programma strategico

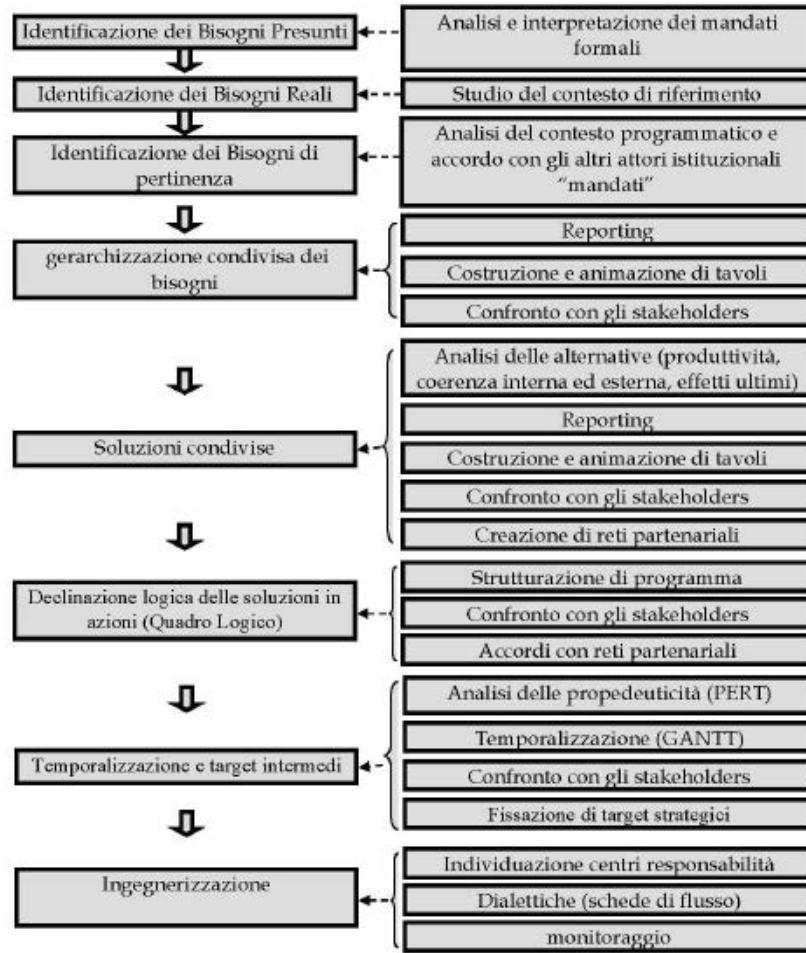
La costruzione di un Programma Strategico Pubblico individua 5 fasi:

- **Definizione delle priorità del programma**
- **Strutturazione del programma**
- **Temporalizzazione e fissazione di target intermedi**
- **Ingegnerizzazione dei programmi**
- **Monitoraggio, valutazione e rimodulazione delle ipotesi di programma**

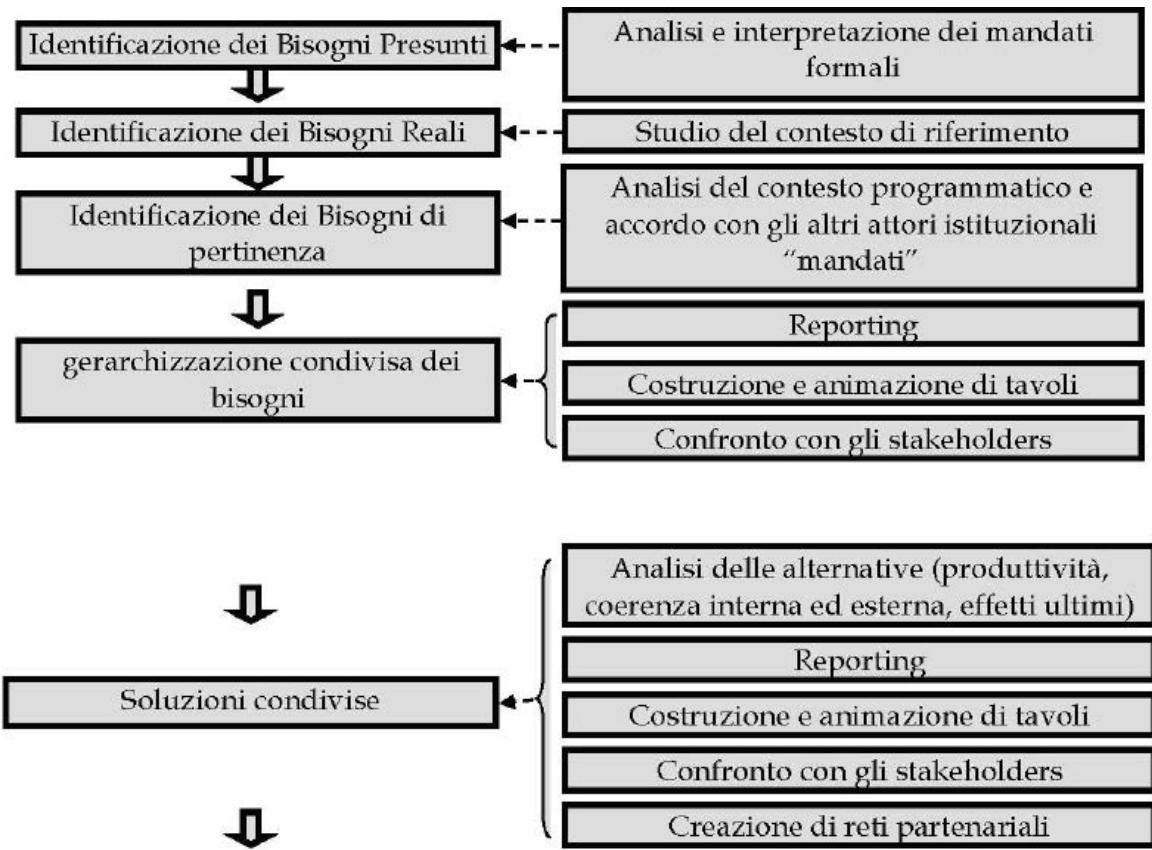
Le fasi del Programma strategico



Subfasi e strumenti della Programmazione strategica



Subfasi e strumenti della Programmazione strategica



Subfasi e strumenti della Programmazione strategica



Analisi SWOT

L'analisi SWOT è una possibile modalità per la sistematizzazione delle analisi svolte dall'Organizzazione al fine di trarne utili indicazioni per orientare le scelte programmatiche successive. È proposta dall'Organizzazione e migliorata durante il processo di confronto.

L'analisi offre un valido supporto alle scelte e all'attività di programmazione fornendo spunti per la definizione di politiche e linee di intervento coerenti con lo scenario in cui si inseriscono. Costituisce, dunque, l'elemento di congiunzione tra i risultati delle analisi e le risposte dell'Organizzazione ai bisogni rilevati.

		Elementi	Area di influenza	Indicatore	Strategia
Fattori interni	PUNTI DI FORZA (S)				
	PUNTI DI DEBOLEZZA (W)				
Fattori esterni	OPPORTUNITÀ (O)				
	MINACCE (T)				

Analisi SWOT

- Gli elementi sono raggruppati in quattro classi definite:
- punti di forza (*Strengths*, S);
 - punti di debolezza (*Weaknesses*, W);
 - opportunità (*Opportunities*, O);
 - minacce (*Threats*, T).

Le prime due classi sono relative ad elementi interni all'Organizzazione e sono da questa modificabili. In particolare, nella classe *punti di forza* vanno elencati i fattori sui quali le strategie dell'Organizzazione devono esercitare azioni di valorizzazione.

Nella classe *debolezze* vanno inseriti i fattori sui quali le strategie dell'Organizzazione devono esercitare azioni di mitigazione. Nelle altre due classi vanno elencati i fattori che possono costituire, rispettivamente, *opportunità* da cogliere o *minacce* rispetto alle quali rendere meno vulnerabile le attività dell'Organizzazione.

La strutturazione di programma

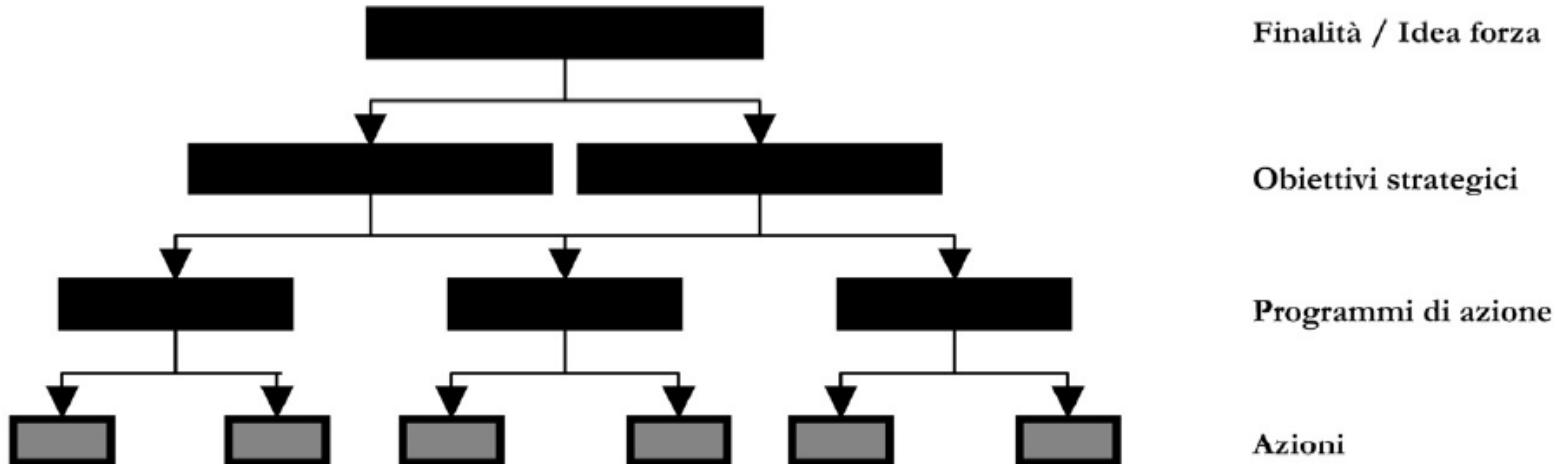


Per articolare la struttura di programma, è necessario sistematizzare gli obiettivi da perseguire e i mezzi per il loro perseguimento in una rete di interdipendenze logicamente e gerarchicamente ordinate. Si tratta di creare una successione di livelli in cui si elencano gli obiettivi e i relativi mezzi necessari al loro conseguimento. Tale concatenazione deve essere articolata «ad albero» secondo un indefinito numero di livelli gerarchici. Passando dai primi ai successivi livelli, si passa dal generale al particolare: dalle finalità (primo livello) alla definizione delle azioni (ultimo livello).

Schema tipo della struttura di programma

La struttura di programma ha lo scopo di:

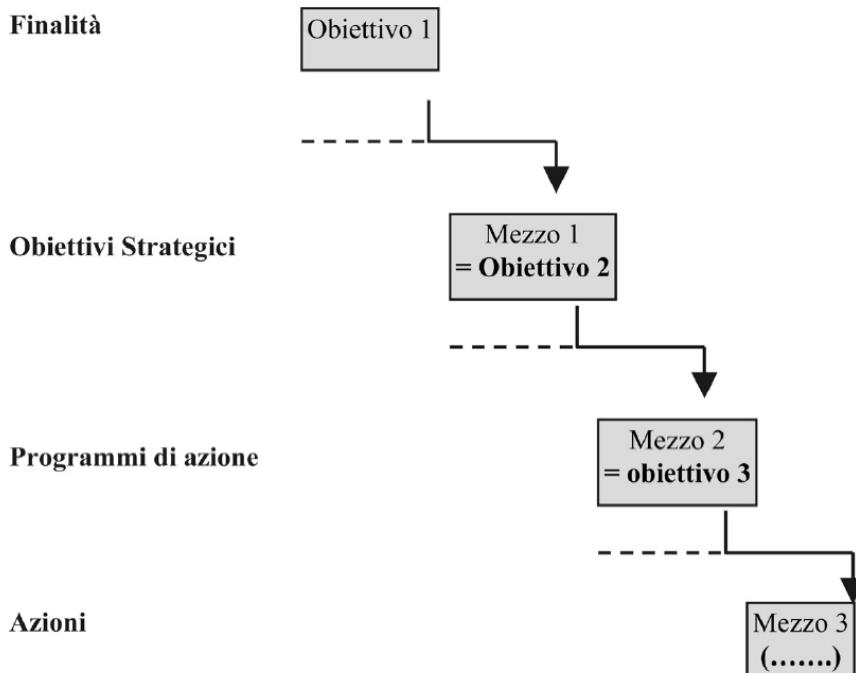
- fornire una rappresentazione sintetica ed esauriente della sequenza logica degli elementi del programma;
- evidenziare i rapporti di dipendenza tra gli elementi che compongono il programma;
- definire azioni correlate alle finalità attraverso un susseguirsi di relazioni obiettivo/mezzo.



Relazione logica tra i livelli della struttura di programma

Nella struttura di programma ogni elemento è contemporaneamente obiettivo e mezzo; obiettivo in quanto il suo soddisfacimento è assicurato da uno o più mezzi del livello inferiore, e mezzo poiché teso a soddisfare uno o più obiettivi del livello superiore.

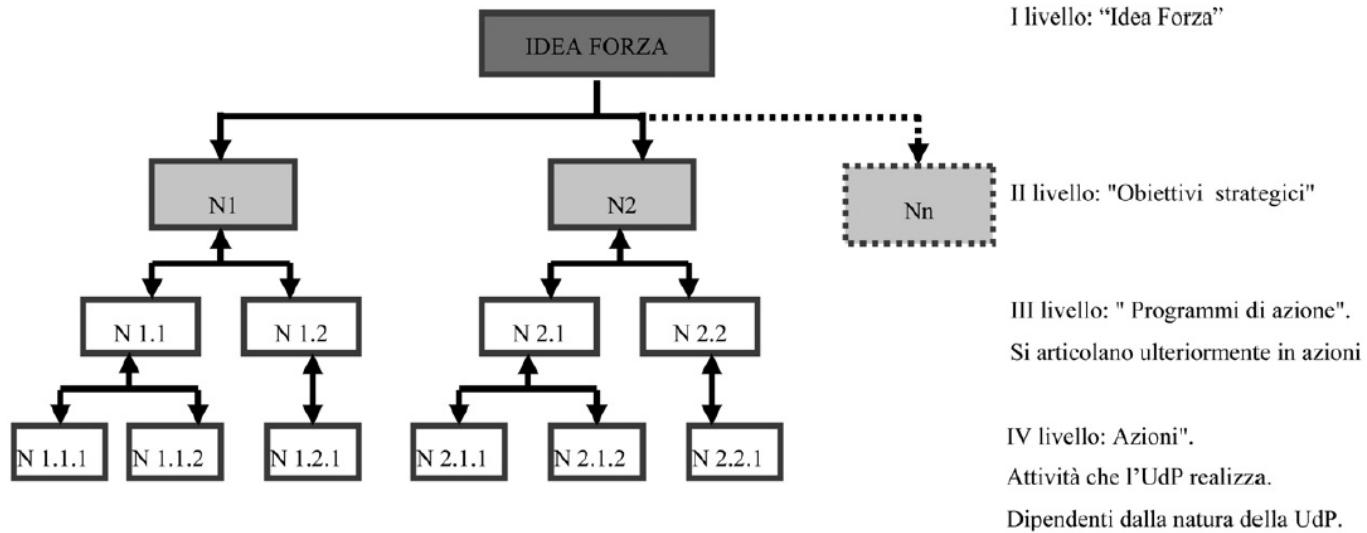
Tra due livelli della struttura di programma deve, dunque, intercorrere un rapporto obiettivo/mezzo o mezzo/obiettivo.



Struttura di programma

Man mano che nella struttura di programma si individuano i mezzi e si valutano gli stessi in termini tecnici e finanziari (disponibilità di risorse e *budget*) tale valutazione informa il livello superiore (attività di *feedback*) permettendo di aggiustare le analisi alla luce dei limiti tecnici ed economici individuati. La struttura di programma deve essere sottoposta a due tipi di verifiche:

1. Verifica della coerenza verticale;
2. Verifica della coerenza orizzontale



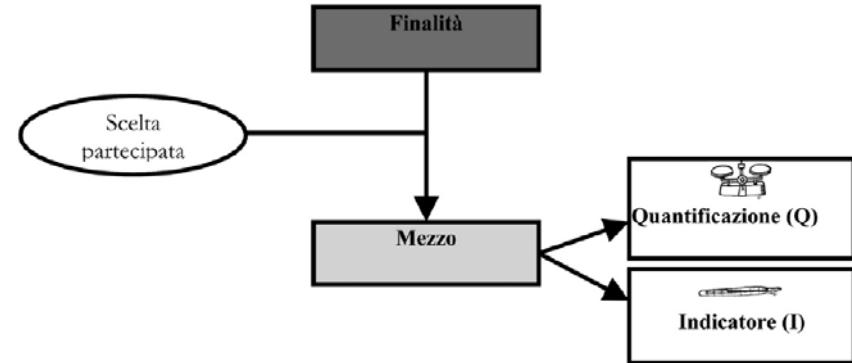
Indicatori di prestazione e quantificazione dei risultati attesi

Nella struttura di programma si utilizzano tre tipologie di indicatori:

- Indicatore di impatto: per misurare l'effetto di ogni mezzo verso l'obiettivo di livello superiore che esso è dedicato a soddisfare;
- Indicatore di risultato: per misurare il reale raggiungimento del valore atteso dall'obiettivo stesso;
- Indicatore di realizzazione: per misurare l'avanzamento graduale verso il risultato che l'obiettivo si pone di raggiungere.

Per la definizione e la scelta degli indicatori è necessario:

- analizzare gli indicatori disponibili e già catalogati;
- selezionare gli indicatori in funzione della fonte di dati;
- scegliere gli indicatori in base alla loro validità, la loro rispondenza e la loro capacità di essere aggiornati;
- selezionare gli indicatori che siano validi sia nell'arco temporale di riferimento che economicamente.



Il risultato della strutturazione di programma ci conduce, quindi, ad avere una organizzazione delle azioni, quantificate e qualificate, da mettere in campo coerenti e collegate con le finalità prioritarie del programma.

Indicatori di prestazione e quantificazione dei risultati attesi

La definizione degli indicatori dovrebbe avvenire contestualmente all'identificazione degli obiettivi e dei mezzi.

Attraverso la scelta partecipata, ad ogni finalità si ricollegano uno o più mezzi necessari al suo conseguimento.

A tali mezzi si associa una quantificazione (*target*) e un indicatore.
Tali elementi sono utili per verificare, in corso d'opera, attraverso il monitoraggio e la conseguente valutazione, l'avanzamento nel conseguimento dell'obiettivo.

La misurazione ex-post consente, invece, di verificare l'effettivo raggiungimento dell'obiettivo.

Temporalizzazione e fissazione di target intermedi

Una volta individuati, nella strutturazione di programma, i livelli di obiettivi ci si dovrà preoccupare di organizzare l'impiego di tali azioni (mezzi) nel tempo.

La temporalizzazione del programma e la determinazione dei suoi vari traguardi costituisce una passo critico essenziale del processo di programmazione. Sarà necessario a tal fine:

- individuare per ogni livello della struttura di programma, le eventuali propedeuticità degli elementi della struttura di programma;
- individuare le attività da eseguire prioritariamente in base ai vincoli (economici, tecnologici, ecc), e in base a logiche strategiche;
- definire gli obiettivi intermedi ovvero le *milestones* del programma;
- associare agli obiettivi gli indicatori e i *targets* individuati;
- fissare i tempi per la verifica dei risultati.

Diagramma di Gantt

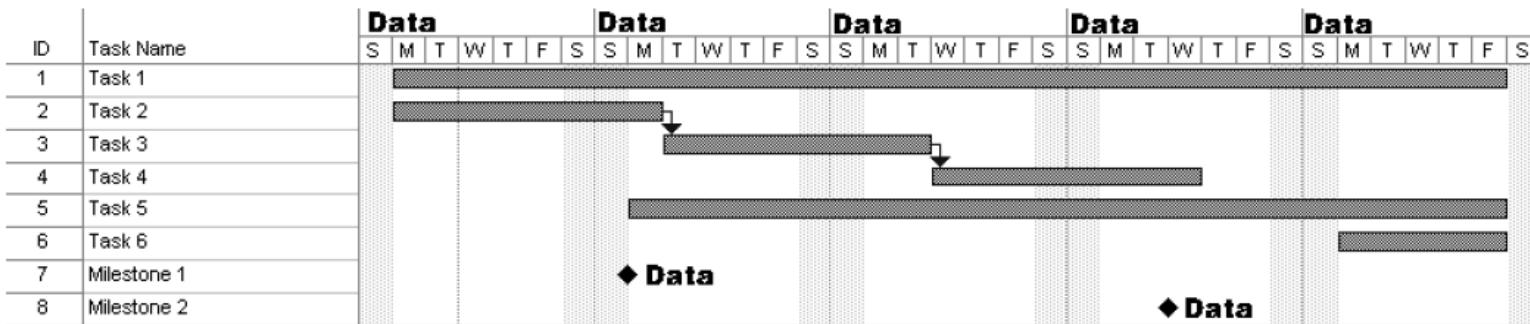
Il diagramma di GANTT consente la rappresentazione grafica di un progetto mostrando le varie fasi che lo costituiscono e la durata e l'arco temporale di ogni singola attività.

Per realizzare un diagramma di GANTT occorre elencare le varie fasi e le relative attività necessarie per completare un programma e stimare il tempo necessario per portarle a termine.

La sua rappresentazione vede le fasi e le attività elencate lungo l'asse verticale del diagramma mentre i tempi di realizzazione del programma (sottoforma di giorni, settimane o mesi) lungo quella orizzontale.

Le attività vengono rappresentate mediante barre orizzontali che evidenziano la durata, la data di inizio e di fine e la sequenza di svolgimento di ogni attività.

La disposizione delle barre mostra quali attività possono sovrapporsi durante il medesimo arco temporale ed indica la possibilità dello svolgimento in parallelo di alcune delle attività.



Ingegnerizzazione dei programmi

La costruzione del programma prevede oltre alla fase di programmazione, l'ingegnerizzazione e l'esecuzione del programma.

Compito dell'ingegnerizzazione è assicurare che gli interventi attuati dal programma siano definite ed attuate in modo da garantire il soddisfacimento degli obiettivi e quindi dei bisogni collegati.

La fase di ingegnerizzazione si colloca a valle della *Temporalizzazione* e, a partire dalle azioni (ultimo livello della struttura di programma), giunge a specificarle in termini di centri di responsabilità, tempi, risorse (umane, tecnologiche e finanziaria) e vincoli.

Le ipotesi contenute nella struttura di programma sono i primi passi di un processo di pianificazione (*ex ante*) di un sistema complesso che per essere effettivamente attuato deve definire tutte le attività da mettere in campo. Tale specificazione, avviene con la redazione dei progetti

Il rapporto tra programmazione e progettazione

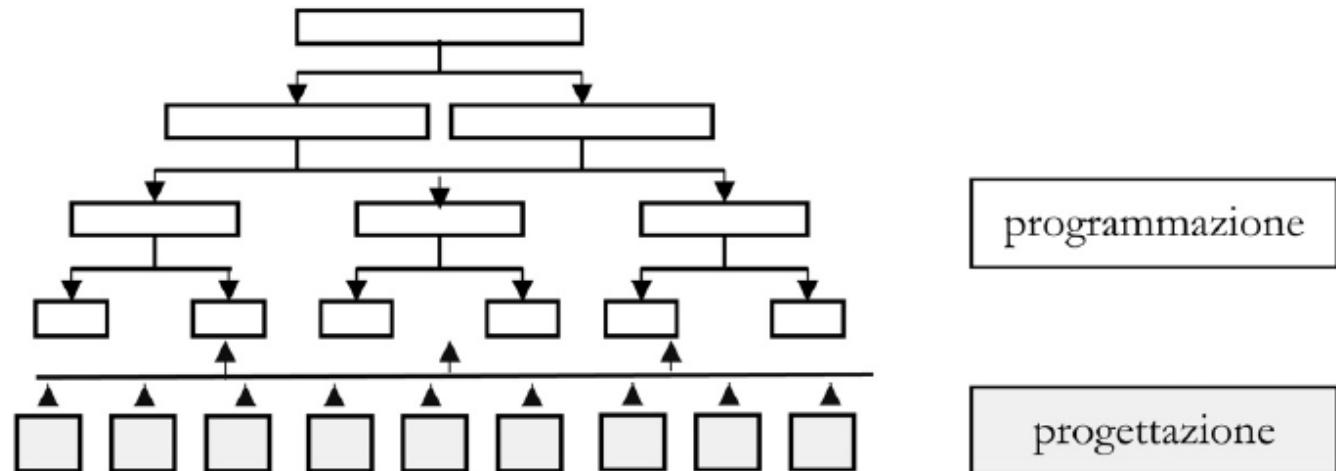
La specificazione dei progetti e delle operazioni costituisce la fase di approfondimento e verifica del processo di programmazione che parte dalla struttura di programma per giungere a:

- specificare le «azioni elementari» che di fatto si porranno in campo nella fase di attuazione, verificando la realizzabilità tecnica, economica e amministrativa delle ipotesi contenute nella struttura di programma;
- specificare, in forma quantificata e misurabile, gli effetti attesi dai progetti (contributo fornito dai progetti alle azioni);
- predisporre – fin dalle fasi di progettazione – il sistema di monitoraggio mirato alla verifica degli elementi chiave dei progetti (input, costi e tempi) che consentirà attraverso un processo di valutazione, una eventuale rimodulazione (in itinere) delle ipotesi di partenza;
- ricalibrare il programma (ex ante) con un livello di dettaglio tale da migliorare la coerenza tra le risorse a disposizione ed i risultati attesi, nel rispetto delle condizioni previste dalla struttura di programma.

Il rapporto tra programmazione e progettazione

Obiettivo della fase di specificazione dei progetti e delle operazioni consiste nell'indirizzare le attività di progettazione affinché rispondano, in una logica di sistema:

- 1) Alla realizzazione dei risultati di programma individuati
- 2) Al contesto in cui si realizzeranno
- 3) Agli interessi degli *stakeholders*

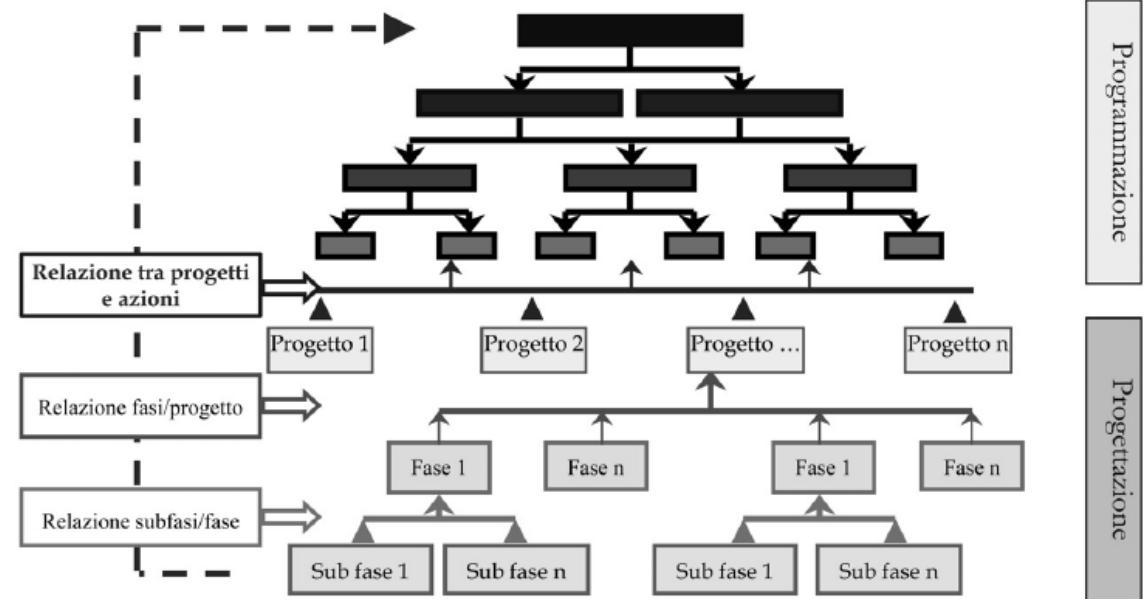


Il rapporto tra programmazione e progettazione

Relazioni tra i livelli della struttura di programma

Per assicurare coerenza tra la programmazione e la progettazione l'UdP deve assicurarsi che l'Unità di Progettazione ripercorra, tramite un approccio iterativo, le fasi che, nella strutturazione del programma, hanno portato all'individuazione delle «azioni».

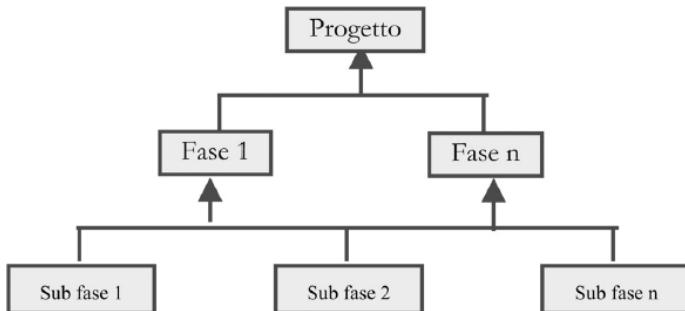
Ciò consente di definire: 1) *i progetti e, all'interno di questi, le fasi, le sub-fasi e le interazioni(nessi causali) che intercorrono tra le stesse;* 2) *il rapporto mezzo/obiettivo (tra progetti e programma, tra fasi e progetti e tra sub-fasi e fasi);* 3) *i tempi; 4) i costi; 5) i risultati da conseguire (target) e i relativi indicatori.*



Il rapporto tra programmazione e progettazione

Step operativi

1. definizione degli obiettivi operativi di ciascun progetto con i relativi indicatori (quantificazione degli obiettivi in forma oggettiva e misurabile) e *target* per la comparazione dei risultati;
2. descrizione delle operazioni che compongono il progetto (fasi e sub-fasi) e quindi:
 - lo studio dei tempi e dei collegamenti funzionali con altre fasi dello stesso progetto nonché con fasi di progetti diversi;
 - l'individuazione di obiettivi, indicatori, target e tempi per la relativa misurazione;
 - l'assegnazione delle risorse ai progetti e collegamento delle risorse all'obiettivo.
3. individuazione, per ciascun progetto, di un insieme di indicatori che consentano di monitorare l'avanzamento del progetto nei diversi momenti del suo ciclo di vita, verificandone la congruenza rispetto a quanto programmato, in termini di risorse fisiche, finanziarie e temporali, rilevando eventuali scostamenti e relative cause. Tale analisi è utile per prevedere dei meccanismi di aggiustamento ed una eventuale riprogrammazione dell'intervento.

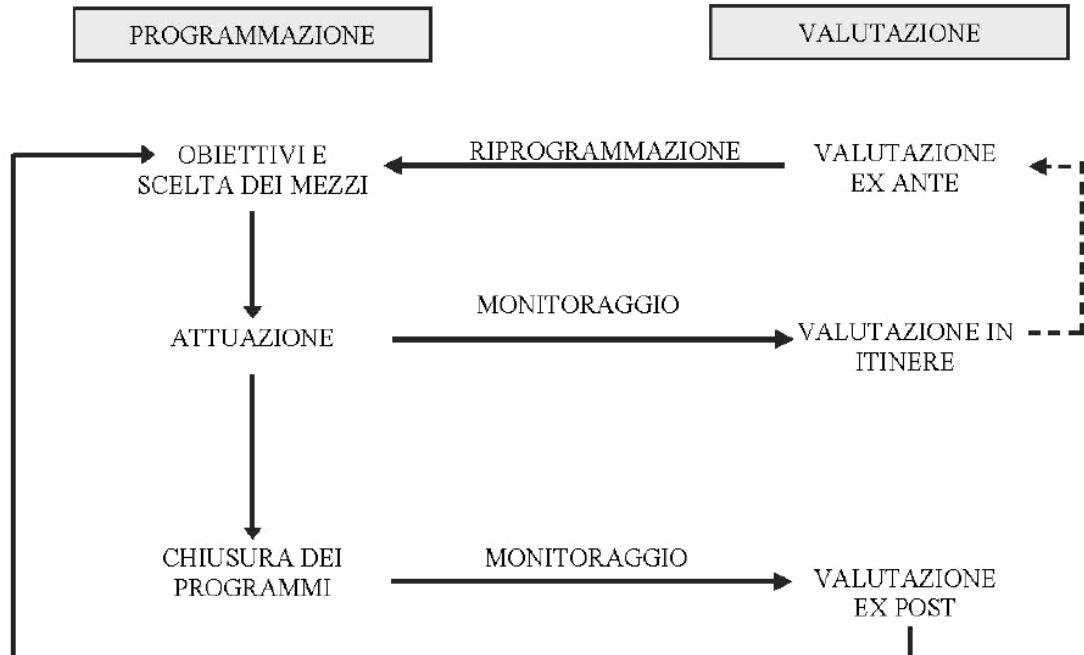


Monitoraggio, valutazione e rimodulazione delle ipotesi di programma

Nel programma strategico le fasi di programmazione, gestione e valutazione coesistono e si intersecano. In particolare possiamo dire che non esiste programmazione senza valutazione e viceversa.

Nella programmazione, la **valutazione (ex-ante)** produce la stima:

1) dei bisogni da soddisfare, del suo trend; 2) della stima degli effetti che i mezzi atti a soddisfarli possano esercitare su di essi; 3) degli effetti del programma, anche al di là dei suoi specifici obiettivi; 4) delle conseguenze che si svilupperebbero nel contesto se non si adottasse il programma stesso.



Monitoraggio, valutazione e rimodulazione delle ipotesi di programma

Durante la gestione (attuazione) del programma **la valutazione (*in-itinere*)**, adeguatamente pianificata in fase di programmazione e supportata dai dati resi disponibili dal monitoraggio consente di misurare e verificare:

- lo stato di attuazione del programma;
- l’impiego, l’efficacia e l’efficienza dei mezzi e delle strategie previsti;
- gli scostamenti di volume e di costo;
- il rispetto dei tempi e le cause degli scostamenti.

Consente, inoltre, di dare indicazioni per **modificare le ipotesi di programmazione** in termini di:

- ricalibrazione degli obiettivi; ricalibrazione dei mezzi e delle risorse collegate;
- dei tempi e delle strategie.

Al termine dell’attuazione del programma, nella **fase *ex-post***, la valutazione produce la rendicontazione dei risultati ottenuti, delle risorse investite e degli scostamenti tra quanto realizzato ed i bisogni ancora da soddisfare al fine di poter informare le successive politiche programmatiche della UdP.

Tale tipologia di valutazione verte sui fattori di successo o di insuccesso registrati nel corso dell’attuazione, nonché sulle realizzazioni e sui risultati.



01

**Come creare una visione strategica e
mantenerla valida nel tempo** (ovvero, perché
dobbiamo ricordarci di Mintzberg con cautela)

02

**Action planning, spazio di azione strategica
per i GAL e roadmapping** (ovvero, dalla SSL agli
impatti)

03

**La cassetta degli attrezzi per la pianificazione
strategica** (ovvero, cosa imparare dai casi in cui i GAL
si chiamano GUL| adattiamo e personalizziamo la
toolbox URBACT)

04

Future thinking e scenari (ovvero, backcasting
e TEMPESTS per governare davvero la pianificazione
strategica per lo sviluppo rurale)