

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

ALTIS, the Graduate School Business & Society of the Università Cattolica del Sacro Cuore of Milan, Italy, is an international research and education centre for the study and promotion of a responsible and competitive business culture. It is an Italian laboratory for the development of business solutions according to a win-win logic, a leading international centre of impact entrepreneurship and, finally, a bridge between advanced economies and those which are rapidly developing.

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

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

Founded in 2005, since October 2007 ALTIS is committed to advance the Global Compact's principles by means of forming new leaders well prepared and ready to adequately face the most pressing global challenges. In particular ALTIS' endeavor is toward forming future leaders of the emerging markets.

Since 2008 ALTIS has been member of PRME.



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The Ten Principles of the UN Global Compact

Human Rights

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

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

Labour

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

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

Principle 5: the effective abolition of child labour; and

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

Environment

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

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

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

Anti-Corruption

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

Message from ALTIS' Director, Professor Vito Moramarco



ALTIS is a young, constantly evolving and responsive body - a living entity. Its activities are all designed to encourage the emergence and growth of **Entrepreneurship and Impact Management for Sustainable Development**. ALTIS is, and will continue to be, an Italian laboratory for the development of business solutions according to a win-win logic, a **leading international centre of impact entrepreneurship** and, finally, a **bridge between advanced economies and those which are rapidly developing**. Consequently, the graduate school is committed to encouraging the international development of Italian companies, starting with SMEs in India, Latin America and Africa.

In essence, the heart of the ALTIS vision is the desire to **promote the dissemination of innovative entrepreneurial options**, which **benefit both those who implement the process and the environment**. Economic life is not necessarily a competitive zero-sum game, where there is inevitably a winner and a loser; it can be transformed into a cooperative positive-sum game, in which each participant benefits from the actions of others.

Over the past two years the Graduate School has been divided into four business units: **Research, Education, Consultancy** and **E4 Impact** (for Impact Entrepreneurship). The activity of this last BU, designed to encourage the dissemination of entrepreneurial ideas and successful business models with particular reference to the context of sub-Saharan Africa, has attracted the interest of several Italian entrepreneurs and has led, in partnership with our university, to the creation of an independent foundation, the **E4impact foundation**, which has retained the name of the original ALTIS Business Unit.

Developing Management and Entrepreneurship Impact for Sustainable Development is a “mission possible”, an innovative and worthwhile challenge which can and must be taken on in Italy, despite being a nation of contradictions, where difficulties and opportunities coexist – there are international disputes and opportunities, both public and private.

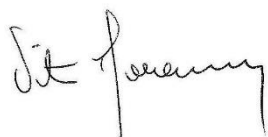
Since November 1st, 2015, there has been a new Director of ALTIS who, along with all the staff, reaffirms the historical vocation of the graduate school - supporting students, businesses, non-profit and public sector organizations in a **win-win cultural context**; ultimately, **fostering entrepreneurship and impact management for sustainable development** from the bottom up, by leveraging on individuals and their ideas.

The director

Vito Moramarco

Full Professor of Economic Policy

Università Cattolica del Sacro Cuore

A handwritten signature in black ink, appearing to read 'Vito Moramarco'.

Principle 1

Purpose: we will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2

Values: we will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3

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

Principle 4

Research: we will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value, learning experiences for responsible leadership.

Principle 5

Partnership: we will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meet these challenges.

Principle 6

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

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

For ALTIS Corporate Social Responsibility implies an understanding of:

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

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

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

ALTIS' principle areas of interest are:

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

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

Education

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

One year specializing masters

MASTER IN STRATEGIC MANAGEMENT FOR GLOBAL BUSINESS (SMGB)

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

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

MBA: EXECUTIVE MASTER IN BUSINESS ADMINISTRATION - (EMBA)

The MBA is carried out in partnership with the Italian Financial Editor "Il Sole 24 Ore", it is an Executive MBA for managers. A CSR course module is scheduled in the program.

The MBA conveys a full awareness of the changes taking place in the global and national economy, the opportunities and threats arising therefrom; building a new set of skills, experiences and new relationships and opportunities for new career paths.

EXECUTIVE MASTER FOR SMALL AND MEDIUM ENTERPRISES - (PMI)

Addressed to entrepreneurs of SMEs, the master provides skills and innovative competences to manage growth and organizational/technological innovation processes, relationships with the financial community and intergenerational transition with a sustainable approach.

EXECUTIVE MASTER IN MANAGEMENT AND INNOVATION IN PUBLIC ADMINISTRATIONS - (MIPA)

The Master is meant to increase the managerial competences of public sector managers and officials. It focuses also on the theme of innovation of Public Administration and Public Social Responsibility.

EXECUTIVE MASTER IN SOCIAL ENTREPRENEURSHIP - (EMSE)

Management training for non-profit cooperatives, associations and NGOs in collaboration with the Human Foundation, a no profit organization that promotes collaboration to generate and implement innovative solutions for social problems.

The Master responds to the needs of managerial training for those working in social enterprises, in non-profit organizations, cooperatives, associations, NGOs in Italy and abroad. The course provides the skills to manage business activities related to the social world, optimizing available resources and defining useful methods to achieve socially responsible objectives.

MASTER IN ACCOUNTING AND AUDITING - (MAA)

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

Courses

PROFESSION CSR (THE ROLE OF CRS MANAGER)

A 84 hrs course per year, addressed to professionals that are involved in CSR and sustainability-related activities on a full or part-time basis, within enterprises, foundations, consultancy companies, Public Agencies, NGOs. The course (13th edition in 2016) analyzed both strategic aspects of the implementation of CSR, and specific topics, such as HR management and employees benefits, marketing, supply chain, environment, community relations, social reporting.

356 CSR Managers have been trained so far.

PROFESSION WELFARE (THE ROLE OF WELFARE MANAGER)

A 42 hrs course per year is aimed at professionals from the no profit, profit and public sector who intends to acquire the skills necessary to implement a corporate and territorial welfare plan.

DIGITAL CSR FOR THE INSURANCE INDUSTRY

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

CSR 2.0 - DIGITAL STRATEGIES FOR COMMUNICATING CORPORATE SOCIAL RESPONSIBILITY

The course Provides practical ideas and tools to design and develop up to date digital strategies, in order to timely communicate and enlarge the CSR Initiatives, thus enabling a positive dialogue with its stakeholders, share sustainable corporate cultures and get the spontaneous involvement of its employees and key stakeholders.

EXECUTIVE COURSES FOR THE NON-PROFIT SECTOR

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

International MBAs offered in partnership with E4Impact

THE E4IMPACT FOUNDATION AND THE GLOBAL MBA IN IMPACT ENTREPRENEURSHIP

E4Impact Foundation (www.e4impact.org) was launched in 2015 by a group of relevant Italian organizations to enhance the sustainable development of fast growing economies by favoring the formation of impact entrepreneurs and the growth of their businesses. The Foundation inherited the mission pursued since 2010 by ALTIS - Alta Scuola Impresa e Società, Università Cattolica del Sacro Cuore of Milan, of which it is a spin-off.

The main goals are:

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

To achieve its goals the Foundation, in collaboration with Catholic University of the Sacred Heart of Milan and a local university from the host country, offers the Global MBA in Impact Entrepreneurship.

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

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

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

The following elements make up the uniqueness of the MBA:

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

- e. International recognition: the MBA is the first non-American program to receive the Ashoka Innovation Award; moreover in 2015 Mario Molteni, E4Impact CEO, was named Senior Ashoka Fellow.

The 12-15 month-long MBA is planned to have a blended format, partly in presence and partly online, in order to meet the participants professional needs. The format allows students to directly implement the acquired information, thus responding to the Master's motto:

"We don't teach entrepreneurship, we train entrepreneurs"

The MBA is activated in:



Kenya: [6th edition of the MBA](#) in **Nairobi** at Tangaza University College-
"Global Business and Sustainability"



Ghana: [4th edition of the MBA](#) in **Accra** at Catholic Institute of Business and Technology
"Global MBA in Impact Entrepreneurship"



Sierra Leone: [2th edition of the MBA](#) in **Makeni** at University of Makeni
"MBA Global business and Sustainability social entrepreneurship track"



Uganda: [2th edition of the MBA](#) in **Kampala** at Uganda Martyrs University
"MBA Global business and Sustainability"



Ivory Coast: [2th edition of the MBA](#) in **Abidjan** at Centre de Recherche et d'Action pour la Paix- "MBA en Entrepreneuriat et Développement Durable"

The MBA will start also in:

- **Tanzania** at Saint Augustine University of Tanzania of Mwanza (academic year 2017 - 2018)
- **Senegal** at the Institut Supérieur de Management of Dakar (academic year 2016 - 2017)
- **Rwanda** at the Kigali Institute of Management, Kigali (academic year 2017 - 2018)
- **Etiopia** at the St. Mary's University, Addis Ababa (academic year 2017 - 2018)

More than 200 entrepreneurs are currently under training, while 186 have been already trained.

International Executive Courses

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



Programa Internacional para Desenvolvimento de Lideranças do Sistema SEBRAE –

International Program for the SEBRAE System Leadership Development

Since 2013 we have developed a collaboration with the Corporate University Sebrae (Support Service for micro and small enterprise - www.sebrae.com.br) in Brazil for the preparation of a training project to offer a high preparation level leaders of the Sebrae System. The program aims to provide the most effective tools for the implementation of Sebrae strategy in every Federal Unit and the management of the resources available, in order to ensure the support of the Sebrae business, even in the face of continuous changes in marketing and macroeconomic scenario.

In these years we have organized courses for 230 managers and directors of the Sebrae about the management of small and medium enterprises, giving particular focus on Italian excellence in innovation and sustainability fields. In 2015 we organized a visit in EXPO where they could participate at the seminar "The contribution of companies and universities for sustainability in Europe and in Italy: comparing experiences."



In 2016 **Universidade Católica de Pelotas** and Università Cattolica del Sacro Cuore of Milan signed an agreement of mutual cooperation and integration that aims to unite synergies and to establish mutual cooperation for local entrepreneurship development.

Research activities

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

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

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

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

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

Here the international university ALTIS network partners for its research:

<http://altis.unicatt.it/altis-partner-alleanze-internazionali-per-la-ricerca>

A list of main publications follows:

Pedrini M., Langella V., Molteni M., (2017), "Do entrepreneurial education programs impact the antecedents of entrepreneurial intention? An analysis of an entrepreneurship MBA in Ghana", *Journal of Enterprising Communities: People and Places in the Global Economy*, on publishing.

Pedrini M., Molteni M., (2016), "Analisi di materialità in azienda. Problemi di implementazione", *Sviluppo & Organizzazione*, Novembre-Dicembre.

Molteni M., Pedrini M., (2016), "L'analisi di materialità come strumento per lo sviluppo della competitività" in AA. VV. *L'impresa di domani. Innovativa, sostenibile, inclusiva*, EGEA.

- Pedrini M., (2016), "Exploring the effect of gender diversity in MFIs during turbulent periods", *The International Journal of Human Resource Management*.
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- Molteni M., Pedrini M., Bertolini S., (2016), *L'analisi di materialità. Implementazione, impatti e futuri sviluppi*. EDUCatt Università Cattolica, Milano.
- Pedrini M., Ferri, L.M., (2016), "Doing well by returning to the origin. Mission drift, outreach and financial performance of microfinance institutions", *Voluntas: International Journal of Voluntary and Nonprofit Organizations*.
- Ferri L.M., Pedrini M., Pilato M., (2016), "The management of stakeholder dialogue in different institutional contexts: an empirical study on FTSE4GOOD companies", *Journal of Cleaner Production*.
- Cannatelli B., Ferri L.M., Pedrini M., Molteni M., (2015), "Recognizing first-person opportunities for sustainable development", in Kyrö, P., *Handbook of Entrepreneurship and Sustainable Development Research*, Edward Elgar, Cheltenham.
- Cannatelli B., Pedrini M., Grumo M., (2015), "The effect of brand management and product quality on firm performance: the Italian Craft Brewing Sector", *Journal of Food Products Marketing*, 22(3): (under publication: DOI: 10.1080/10454446.2014.949989).
- Ferri L.M., Pedrini M., Pilato M., (2015), "The management of stakeholder dialogue in different institutional contexts: an empirical study on FTSE4GOOD companies", *Journal of Cleaner Production*.
- Minciullo M., Pedrini M., (2015), "Knowledge transfer between for-profit corporations and their Corporate Foundations. Which methods are effective?", *Nonprofit Management and Leadership*, 25(3).
- Patelli L., Pedrini M., (2015), "Is Tone at the Top Associated with Financial Reporting Aggressiveness?", *Journal of Business Ethics*, 126(1).
- Pedrini M., Bramanti V., Minciullo M., Ferri L.M., (2015) "Rethinking microfinance for developed countries", *Journal of International Development*, 8.
- Pedrini M., Bramanti V., Ferri L., Minciullo M., (2015), "The role of social capital in the start-up of non-profit organisations: the case of Fondazione Welfare Ambrosiano", *Voluntas: International Journal of Voluntary and Nonprofit Organizations*.
- Pedrini M., Bramanti V., Cannatelli B. (2015), "The impact of national culture and social capital on corporate social responsibility attitude among immigrant entrepreneurs", *Journal of Management and Governance*, (under publication: DOI: 10.1007/s10997-015-9327-z).
- Ferri, L.M., Oelze, N., Habisch, A., Molteni M., *Implementation of Responsible Procurement Management: an institutional perspective*, Business Strategy and the Environment, online first, 2014.
- Patelli L., Pedrini M., (2014), "Is the Optimism in CEO's Letters to Shareholders Sincere? Impression Management versus Communicative Action during the Economic Crisis?", *Journal of Business Ethics*, 124(1).
- Pedrini M., Ferri L.M., (2014), "Socio-demographical antecedents of responsible consumerism propensity", *International Journal of Consumer Studies*, 38(2).

Cannatelli B. L. La Social Entrepreneurship e il processo di creazione della conoscenza: il ruolo del 'ba' (with Minciullo M. and Smith B.), *Impresa Progetto – Electronic Journal of Management* (1): 2014.

Guerci M., Pedrini M., (2013), "The consensus between Italian HR and Sustainability managers on HR management for sustainability-driven change – Towards a "strong" HR management system", *The International Journal Human Resource Management*, 25(13).

Cannatelli B. L. "Strategia e scalabilità delle aziende a elevato impatto sociale", 2013, Vita e Pensiero.

Consulting

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

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

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

Planning

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

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

Some examples of projects carried out:

CSR AS A LEVER FOR COMPETITIVE STRATEGY OF SAINT-GOBAIN

Altis Consulting has joined Saint-Gobain in starting a path definition of CSR policies aimed affirmation of the brand in optical CSR.

Through the internal analysis of the CSR initiatives implemented by the Group and the broad involvement of internal and external stakeholders has led to the definition of guidelines for a policy of social responsibility and environmental and identification of flagship projects for the future.



CNP UNICREDIT LIFE: TOWARDS A FUNCTION DEDICATED TO CSR

The project has accompanied the newborn CSR function in the drafting of the Charter of Values, as a document to guide the actions of the company and cultivate relationships with and between the

various stakeholders; and in the drafting of the strategic plan for sustainability of CNP UniCredit Vita, with the identification of "flagship projects" and its action plan.

The project also includes the follow up of the actions implemented through a process of stakeholder engagement aimed at assessing the quality of the projects launched and to plan future interventions.

HUMANA PEOPLE TO PEOPLE ITALY: PATH TAKEN PART FOR THE CONSTRUCTION OF A VALUE PROPOSITION

HUMANA People to People Italia ONLUS is a no profit organization, which has as main activity been the collection of clothes and collaborates with about 450 municipalities of Italy. Following the events that have altered the context in which Humana operates, our project has activated a route divided into several stages intended to formulate a value proposition, which, starting from the identification of the critical factors of success of the organization, would allow the same to differentiate itself from its competitors by identifying the CSR a lever for business.

Measurement

ALTIS Consulting, Italian member of the Social Value International, is a reference point in Italy to measure the impact of companies and their projects.

Measuring levels of effectiveness, efficiency and impact of CSR initiatives enables organizations and companies to:

- legitimize the actions taken and obtain consensus among stakeholders;
- enrich the monitoring and reporting system with a view to planning and reporting;
- plan of improvement actions.

Reporting

ALTIS Consulting offers a consolidated experience on the reporting and valuation of tangible and intangible assets of the company.

The advice is aimed at profit businesses, government and nonprofit organizations and specializes in the design and implementation of various reporting tools:

- Social Reports and Sustainability
- Financial Sector Social
- Scientific Reports
- Mid Financial warrant and order Mandate
- Participatory Budgeting
- Integrated Financial

Training and education

ALTIS Consulting offers its customers tailor-made training services.

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

training on the sustainable management issues.

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

Applied research

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

ESG PERFORMANCE: DO THEY INFLUENCE CAPITAL PROVIDERS' DECISIONS?

SUSTAINABILITY PERFORMANCE MEASUREMENT AS A TOOL FOR INVESTMENT AND LOAN INSTITUTIONS.

ALTIS, in partnership with Gruppo Waste Italia, has launched a project involving companies, financial institutions and professional and trade associations to promote the inclusion of ESG (Environment, Social and Governance) indicators in the creditworthiness assessment processes used by all the traditional financial organisations.

Participants in three meetings have defined a set of ESG indicators applicable to companies operating in diverse sectors. The indicators are measurable and easy to monitor, and express directly the level of potential risk of business failure and payment defaults.

The set of indicators was then proposed in a series of meetings to key players in the field of sustainable finance and credit, specifically Etica SGR, AIAF, Forum for Sustainable Finance, AIIB, ABI and Confindustria.

Communication

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

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

ALTIS Consulting is part of a major academic and professional networks.

Initiatives

ALTIS promotes other initiatives aimed at creating CSR culture.

Among the others:



Global Social Venture Competition: the Global Social Venture Competition (GSVC) is an international Business Plan competition, launched ten years ago by Haas School of Business, UC Berkeley, aimed at fostering the start-up and development of new economically viable and socially valuable entrepreneurial initiatives. Since 2008 ALTIS is the outreach partner for Italy since 2008. In 2016 Altis has organized his 9th edition of the competition and has received 122 business-plan.

City Innovation Lab



City Innovation Lab is a European knowledge platform dedicated to territorial development via Cultural Planning and Place Branding. Set up in 2012 at the Graduate Schools of the Università Cattolica by Federica Olivares, with the support of Ares Kalandides, Giovanna Fossa and Martha Jane Friel, City Innovation Lab now operates out of **ALTIS, the Graduate School of Business and Society**.

City Innovation Lab is part of a European network of universities, research centers and experts who give an international perspective to the activity of LAB.

CONTACTS

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