

## Personal Profile

### CarloAlberto Carnevale-Maffé



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#### Academic position:

*SDA Bocconi School of Management, Bocconi University - Milan (Italy), 1995 -*

Associate Professor of Strategy & Entrepreneurship, Strategic and Entrepreneurial Management Department.

Coordinator of “Master in Strategy” (MiSA) (2003-2007)

Director of SDA Bocconi courses on "Strategic & Competitive Intelligence" (1997-2017)

Faculty member of MBA (Master in Business Administration), MAFED (Master in Fashion, Experience and Design), MISA (Master in Strategy)

Coordinator of undergraduate course “Business Strategy”, Bachelor in International Economics and Management (2003-2011), Bocconi University

Faculty member of the courses “Management Consulting”, Master of Science Degree in General Management, “Business Process Management & ICT” and “Media Industries Distribution Systems”

Faculty member of Executive Programs: “Corporate Valuation”, “Finanza Strategica”, “Corso di Finanza Aziendale”, “Programma di Sviluppo Manageriale”.

Member of Strategic Management Society, *Best Paper Nominee* at Academy of Management (1998), Keynote speaker at Society of Competitive Intelligence Professionals.

*Wharton School- University of Pennsylvania (USA)*

Lecturer, MBA Exchange Programs with SDA Bocconi, 2013-2016

*Columbia University – New York (USA) - Graduate School of Business*

Visiting Lecturer, Columbia Senior Executive Program, 2000

*New York University – New York (USA) - Stern School of Business*

Faculty member of executive education programs in joint with SDA Bocconi, 2000

*HEC Paris (France)*

Lecturer, Master & Executive Education Programs with SDA Bocconi, 2011-2016

*CEFRIEL – Research Center of Politecnico di Milano & Politecnico di Torino (Italy)*

Scientific Advisor on Innovation Projects, 2015-2020

*MISB Bocconi Business School, Mumbai (India)*

Faculty member, International Executive Master in Business, 2017-2020

*Korea University Business School (South Korea)*

Lecturer, MBA Exchange Programs with SDA Bocconi, 2017

*Saint Mary’s College of California (USA)*

Lecturer, MBA Study Tour Programs with SDA Bocconi, 2016-2018

*Mannheim Business School (Germany)*

Lecturer, MBA Study Tour Programs with SDA Bocconi, 2019

*Steinbeis University, Berlin (Germany)*

Faculty member, MedienMBA (with Stern School of Business, New York), 2000-2010

*International Management Institute – New Delhi (India)*

Lecturer, Master & Executive Education Programs with SDA Bocconi, 2010-2020

*Athens University of Economics and Business, Athens (Greece)*

Lecturer, Visiting programs with SDA Bocconi, 2008-2015

*John Cabot American University – Rome (Italy)*

Visiting Lecturer, Spring Public Lectures 2006

*Hellenic Management Association (EEDE) Athens (Greece)*

Lecturer, Executive Education Programs with SDA Bocconi, 2013-2016

*University of Siena*

Visiting Lecturer of Strategic Management, 2012

*Scuola Superiore S. Anna – University of Pisa (Italy)*

Visiting Professor of Strategic Management, 2000-2004

*University of Cosenza (Italy)*

Faculty member, Master in Entrepreneurship for High Tech Companies, 2005-2007

#### **Education:**

Master *cum laude* in International Economics and Management (MIEM) - Bocconi University School of Management, Milan (Italy) – Specialization in Country Analysis and Comparative Systems (1994)

Degree *cum laude* in Political Sciences - University of Milan (Italy) - Specialization in Methods for Social and Economic Research (1991)

#### **Member of Scientific Committee or Editorial Review Board of the following Journals and Reviews:**

- *Harvard Business Review Italy* (Editorial Board)
- *IR TOP*, Review of Investor Relations, (Editorial Board)
- *ICT4EXECUTIVE*, (Advisory Board)
- *The Ruling Companies* (Advisory Board)

#### **Scientific adviser for the following Institutions and Organizations:**

- *European Commission DG Enterprise/D4 ICT industries and services*, member of Steering Committee “353 D4 E-business policies” (2003-2012) – EUSALP Project – strategy advisor (2018-2019)
- *Ministero della Salute – Ministero per l’Innovazione Tecnologica e la Digitalizzazione, Repubblica Italiana*, member of “Task force data-driven per le tecnologie di gestione dell’emergenza COVID-19” (2020)
- *European Commission DG Sante – eHealth Network*, member of committee for COVID-19 emergency (2020)
- *ABI (Associazione Bancaria Italiana)* – Member of the Board of Directors of ABI Lab – Chairman of the scientific committee of “Banking Innovation Award” - Chairman of the CBI Conference – Chairman of Credit Cards Conference - Support to the E-committee for the development of innovative payment systems (2002-2018)
- *ANIE – Confindustria* – Member of the Scientific Committee, 2017-2020
- *Aspen Institute Italy* - Chairman of Aspen Junior Fellows workshops (2015-2020).

- *Business International - Fiera Milano Media* - Chairman of Annual Forums on CEO Leadership and Change Management, and industry forums in Banking, ICT, Media (2004-2018)
- *Centromarca* (Association of Major International Consumer Brands operating in Italy) - Advisor for strategy and communications (2010-2020)
- *UPA* (Union of Major Advertisers in Italy) - Lecturer and speaker for executive programs (2010-2020)
- *EuroCIO Association* – Chairman/Keynote Speaker of Annual Forum of Top European CIOs (2003-2018)
- *Il Sole 24 Ore – Business Conferences*. Member of Jury of Retail Innovation Award, Chairman of “Wireless Business Forum” and Digital Forum (2002-2016)
- *Confindustria* (National Association of Industrial Enterprises)– Organization of Business training programs for the Association’s network (2002-2020)
- *Ernst & Young Italia*, Member of the Advisory Board Scientific Committee (2004-2006)
- *Confesercenti* (National Association of Independent Retailers): development of strategy on e-business services for associated companies (2000-2003)
- *Assomac* (Industry Association of Shoes Machinery), Strategy Adviser to the Board (2004-2016)
- *Conference of Top Italian CIOs* – Member of Program Committee (2003-2017)
- *CIBJO – The World Jewellery Confederation* - Adviser, CIBJO World Congress (2002-2005)
- *Junior Achievement Italy*, Chairman of Jury (2004-2011)

#### **Recent professional activities and corporate roles:**

ABI Lab (Associazione Bancaria Italiana) – *Research Lab of Italian Banking Association*  
Directors’ Committee - Independent Non Executive Director (2015-2018)

Fondazione TIM – TIM Spa - *Telecommunications*  
Member of Scientific Committee (2013-2017)

Mediaset Spa – *TV & media*  
Economic Editorialist & Strategy adviser, News Division (2008-)

United Ventures SGR Spa – *Leading Venture Capital in Technology & Innovation*  
Independent Non Executive Director (2015-)

ASM Energia Spa (A2A Group) – *Energy & Gas Utility Company (Milan Stock Exchange: A2A.MI)*  
President of Board of Directors (2019-)

Ambrosetti - The European House – *Leading think tank & consulting firm*  
Head of Scientific Committee and adviser for servitization in manufacturing (2014-2018)

J. P. Morgan Asset Management Italy – *Leading Asset Management*  
Lecturer and Keynote speaker on financial services (2010-)

BPER Banca Spa – *Banking and Corporate Advisory*  
Adviser and Lecturer on Innovation Strategy (2018-)

Allianz Bank Italia Spa – *Leading Asset Management*  
Lecturer and Keynote speaker on financial services (2018-)

Beretta Spa - *Leading player in defense & security*  
Strategy adviser (2015-2018)

Banca Mediolanum Spa – *Leading financial institution*  
Adviser and Keynote speaker on innovation strategy and banking industry (2013-)

Reply Spa (Milan Stock Exchange: REY.MI) – *System Integration and Software Development*  
Independent Non Executive Director (2005-2015)

Poligrafica S. Faustino Spa (Milan Stock Exchange: PSF.MI) – *Leader in Corporate Printing Services*

Independent Non Executive Director, Chairman of Audit Committee (2004-)

AlfaPark Spa (Italian operator in theme parks: Rainbow Magicland Roma, Miragica Bari)  
Member of Board of Directors (2013-2019)

STAV Spa – *Mobility services and public transportation, automotive dealer for Toyota and FCA.*  
Independent Director (2018-)

ILPRA Spa (Milan Stock Exchange: ILP.MI) – *Leading manufacturer of packaging solutions*  
Independent Director (2019-)

Atom MSC USA Llc (USA) & Atom India Technologies (India) – *Industrial Cutting Systems*  
Member of Board of Directors (2007-)

Main Group Technologies Spa – *Industrial Automation for the Footwear Industry*  
Member of Board of Directors (2010-)

Technetronic Srl – *Robotic Systems and Industrial Automation*  
Member of Board of Directors (2020-)

Retail Institute Italy – *Leading Global Association of Retail & Marketing Industry*  
Member of Scientific Committee (2015-)

Edenred Spa (Paris Stock Exchange: EDEN.PA - *Global leader in corporate services*)  
Strategy Advisor, (2010-2018)

Regione Autonoma della Valle d’Aosta– *Department of Innovation*  
Advisor for innovation projects (2009-)

Buongiorno Spa (Milan Stock Exchange: BNG.MI) - *Leader for Interactive Mobile Services*  
Independent Non Executive Director, Member of Audit Committee (2000- 2007)

DoveConviene Srl – *Leading player in digital leaflet advertising*  
Member of the Board of Directors (2012-2014), Member of Advisory Board (2015-)

Deloitte Consulting Spa – *Corporate consulting services*  
Strategy adviser (2007-2018)

Ernst & Young Business School S.r.l. – *Corporate services*  
Member of Scientific Committee (2019-)

CartaSi Spa (Nexi Spa) - *Leading Issuer & Acquirer of Credit Cards*  
Strategy adviser (2009-2014)

Fiera Milano Spa – *Leading Service Provider for Exhibitions and Congresses*  
Strategy adviser to the CEO (2007-2008)

Certilogo Srl – *Service provider for product authentication and CRM*  
Member of Advisory Board (2006-)

ELSE Corp Srl – *Service provider for virtual retailing*  
Member of Board of Directors (2018-)

Eximia Srl – *Solution provider for RFID applications*  
Independent Non Executive Director (2004-)

GTI - Giochi Tecnologici Italiani Srl – *Solution provider for gaming technology*  
Independent Director (2017-)

Wind Tre Spa – *Telecommunications and media*

Economic adviser to the CEO & General Counsellor (2004-2018, 2020)

Olivetti Spa – *Document Management Technology & Digital Systems*  
Strategy adviser to the COO (2015 – 2017)

SIA Spa - *European Leading Processors of Credit/Debit Cards and Payment Systems*  
Strategy adviser to the CEO (1998-2018)

Lamborghini Auto Spa - Volkswagen Audi Group – *Sport cars*  
Strategy adviser to the President and CEO (2006)

Media Italia Spa – Armando Testa Group – *Leading Media Center and Advertising Agency*  
Independent Non Executive Director (2005-2006)

Unione Editoriale Spa - *Integrated Media Company for TV, Radio, Newspapers and Internet Services*  
Independent Non Executive Director (2000-2004)

Fiat Spa – *Leading group in automotive industry*  
Adviser to the Group CIO for FIAT's ICT strategy implementation (2003-2004)

IVECO Spa – *Leading group in truck industry*  
Adviser for competitive intelligence (2006-2007)

Espin Spa - *FIAT Spa's company specialised in CRM and Business Intelligence applications*  
Strategy adviser to the CEO (2003-2005)

Philip Morris Italy Spa – *Leader in tobacco industry*  
Strategy adviser for competitive intelligence (2003-2006)

Banca Popolare di Milano (Milan Stock Exchange: PMI.MI) – *Leading Financial Institution*  
Adviser to the Group CIO (2004-2005)

Consip Spa – *Ministry of Economy – Italian Republic*  
Member of Scientific Committee for E-procurement national projects – Coordinator for E-procurement in Telecommunications (2000-2001)

21NextWork Venture Capital Spa – *Private Equity Fund Specialised on Technology Investments*  
Strategy adviser (2001-2002)

Rosy Blue Diamonds Inc., USA & Belgium – *World Leader in Diamond and Jewellery*  
Strategy adviser (2000-2003)

Arthur Andersen Italy LLP – *Leading Consulting Firm*  
Strategy adviser (1999-2002)

SAP Italia Spa – *Leader in Corporate Software*  
Strategy adviser (2000-2004)

**Member of the following Associations:**

- *NED Community*, Association of Non-Executive Directors for Corporate Governance in Public Companies
- *Assodigitale (Italian Association for Digital Content)* – Chairman of Scientific Committee

**Relationship with Media & Televisions:**

- Economic Commentator for Mediaset News: Canale 5 / Rete 4 / TgCom24 (2010-)

- Editor and Contributor of economic programs on Radio24, the radio network of “Il Sole 24 Ore”, (2015-2019)
- Editor and Contributor of economic programs on Radio Capital, the radio network of GEDI – La Repubblica (2019-)
- Davos World Communication Forum: keynote speaker, 2015
- Op-ed & Columnist for Il Foglio, Il Sole 24 Ore, Il Corriere della Sera – Corriere Economia, Milano Finanza – MF, Italia Oggi on economic analysis of banking, technology, media & telecommunications industries.
- Editorialist for Mondadori Group (Panorama, Donna Moderna) (2009-2011)
- Commentator for RAI TV / RAI News, Sky TG24, CNBC-Class TV International, Bloomberg Television on Italian economy and analysis of Italian corporations, with focus on technology, banking, media & telecommunications.
- Interviews and comments on CNBC International, The Economist, Time, Business Week, Wall Street Journal, Financial Times, New York Times, International Herald Tribune, Los Angeles Times, Reuters, Les Echos, Il Sole 24 Ore, The Guardian, ANSA, Il Corriere della Sera, La Repubblica, Il Giornale, Bloomberg Investimenti, Panorama, Espansione, Monocle, and other leading national and international newspapers and journals.
- Interviews on international TV and radio networks such as CNN, SkyTG24, Reuters, Bloomberg, TGCom24, Radio24, RaiNews, Radio RAI.

Authors of several books, essays, papers, articles, contributions, op-eds for major national and international publishers and editorial groups.

#### **Academic and professional experience with Listed Companies & Stock Exchanges**

- ELITE – Borsa Italiana / London Stock Exchange, strategy advisor for innovation in company information ecosystem, keynote speaker and moderator of ELITE Days, 2018
- STAV Spa (ELITE Company of Borsa Italiana) - independent member of Board of Directors since 2018
- ATOM Spa (ELITE Company of Borsa Italiana) - member of Board of Directors of several companies of Atom Group worldwide (Italy, US, India, UK) for 16 years, advisor for mergers & acquisitions.
- ILPRA Spa (listed on Alternative Investment Market - Borsa Italiana) - independent member of Board of Directors).
- Buongiorno Vitaminic Spa, (Milan Stock Exchange: BNG.MI), advisory for the stock listing process and independent member of Board of Directors, Audit Committee and Remuneration Committee for 8 years. The company has been taken over in 2008 by a Japanese holding with a valuation of 300 ml€.
- Poligrafica San Faustino Spa (Milan Stock Exchange: PSF.MI), independent member of Board of Directors, Audit Committee and Remuneration Committee for 15 years, supporting investor relations and supervising processes of mergers & acquisitions.
- Unione Editoriale Spa - advisory for the stock listing process (not completed) and independent member of Board of Director for 5 years.
- Reply Spa (Milan Stock Exchange: REY.MI) – independent member of Board of Directors, Audit Committee and Remuneration Committee for 11 years. The company has grown from approx. 500 employees, mainly in Italy, to approx. 7.000 employees, distributed in subsidiaries in all 5 continents. The market capitalization went from approx. 200 ml€ to approx. 1 bl€ (as of 2018). Reply is the best performing stock on Borsa Italiana in the past 10 years.

#### **References in Financial Industry (Banking, Finance, Insurance & Fintech)**

- VISA International/Italy: strategy advisory, contribution to international workshops
- Mastercard Italy: keynote speaker and contribution to workshops
- ABI Lab: scientific committee on banking innovation
- Unicredit – iFaber: advisory on Fintech, Supply Chain Finance
- Intesa San Paolo – advisory on fintech & innovation management

- Allianz Bank Italy – advisor on financial trends and innovation.
- SADIBA (National School of Bank Directors): research and essays on banking innovation
- FABI (Union of Banking Employees): advisory on bank organisation
- SIA-SSB / SIA Spa: strategy planning in payment systems
- NEXI (formerly CartaSi) – strategy planning in payment systems
- Edenred / Ticket Restaurant: research and strategy planning in payment systems
- Banca Mediolanum: strategy advisory, contribution to public events and workshops
- BPER: advisory on innovation strategy
- BPM/WeBank: advisory on innovation strategy
- Zurich Insurances Global Corporate: advisory on innovation strategy
- Fineco Banca: contribution to public events and workshops
- Accenture Financial Service Industry: advisory and contribution to public events
- Deloitte Financial Services Industry: advisory and contribution to public events
- Assicurazioni Generali, advisor on Fintech Strategy
- MoneyFarm, keynote speaker for corporate events
- Allianz Bank, strategy advisory and keynote speaker for workshop with financial advisors
- Credimi Spa, keynote speaker for corporate events

### **References as Speaker and Advisor**

Strategy, Innovation and Change Management Advisor, moderator and keynote speaker for workshops and corporate events of major international corporations, associations and institutions (2000-2020):

#### Telco, ICT, Tech & Media:

Google, Facebook, Microsoft, IBM, Hewlett-Packard, Oracle, CISCO, TIM/Telecom Italia, H3G, Vodafone, Telekom Austria, Autodesk, Samsung, Alcatel-Lucent, Xerox, Canon, Parametric Technologies Corp., Siemens, Dassault Systemes, Compuware, Board, VAR Group, SAS Institute, Sky TV/NewsCorp, Fox TV International Channels, RAI, RAI Com, MTV-Viacom, La7, DENTSU Aegis Media, WPP/MEC Media Agency, IGP Mediabrands, Board, IFI Consulting, VEEAM, MediaWorld, Tecniche Nuove.

#### Banking, Insurance & Payment Systems:

J.P. Morgan AM, Unicredit, Intesa San Paolo, Banca Monte Paschi di Siena, BPER Banca, Poste Italiane, Banca Mediolanum, Banca Sella, BNP Paribas-Cardif, Zurich Global Corporate, CartaSi, Keyclient, Istituto Centrale Banche Popolari, ING Bank, MoneyFarm, Credimi, SIA, Anthemis Financial Services Investments, Pramerica, Indosuez, London Stock Exchange/Borsa Italiana.

#### Pharma, Life Sciences, Food & Beverages:

Pfizer, Astra Zeneca, Sanofi Aventis, Zentiva, Boeringher, Bayer Monsanto, Novo Nordisk, Bracco, Chiesi Faramaceutici, Bristol Myers Squibb, Benkiser, Henkel, Kedrion, Medtronic, Carlsberg, Heineken, Ferrero, Barilla, Birra Castello Pedavena.

#### Energy, Automotive & Transportation:

ENEL, ENI, Ferrari Auto, Toyota Italia, FIAT Auto, BMW, IVECO, DENSO, Magneti Marelli, Pirelli, SKF, Sabelt, Kuwait Petroleum, ENEL, IREN, Hera, Boeing, Hitachi, Alenia/Leonardo, General Electric, AVIO Space, Lufthansa /AirPlus, Alitalia, SEA Aeroporti.

#### Management Consulting:

BCG, Ernst & Young, KPMG, Deloitte Consulting, CAP Gemini, Accenture, Methodos, European House – Ambrosetti

#### Consumer Associations

Euroconsumers, AltroConsumo, ADOC, Unione Nazionale Consumatori