



ASSOLOMBARDA

***50 projects to revitalize business
and the region***

2014-2016 STRATEGIC PLAN



50 projects to revitalize business and the region

FOREWORD

Every plan stems from a method. Assolombarda has decided to adopt a method whereby its activities specifically aim to produce results. Tangible results achieved from change, not mere initiatives which satisfy demands and expectations of its membership base, which nevertheless are fundamental.

The business association experience, as in all representative bodies in Italy, need to undergo profound changes, to give a deeper and stronger meaning to our mission: promoting the overall growth of the region's business, "together" with the region in which they are based and to which they are inseparably linked, to ensure increasingly better positions in the global marketplace and in the domestic market.

One of the most symptomatic aspects of the crisis in Italian representative bodies - in all settings - is the widening temporal gap between what is stated and what is done, between speeches or announcements and the solid facts and results.

This is precisely why Assolombarda has decided to innovate its operating procedures.

Thus, the planning of all activities over the 2014-2016 period, is hinged on 50 core projects, each one aiming to "create outcomes". Each project will be measurable over time, assessing both intermediate and final objectives.

Planning is not merely a new and more objective dimension; it is also more consistent with the economic and business range of operations, so that it can coherently comply with the needs of the member companies of Assolombarda.

It is a method which ensures that the actions of Assolombarda generate concrete effects in the interactions with the key players in the public arena in Milan, in Lombardy and nationwide. In many key sectors, without the convergent decisions of these key players, the requests of companies are destined to remain ineffective.

Furthermore, it is a method to raise awareness and make Assolombarda “measurable” in public opinion, without whose decisive drive it would be difficult to imagine the acceleration necessary to Milan and to Italy, after these hard years of crisis.

The potential and excellence of Milan are the distinguishing features to lead the nation towards a new phase of growth. The starting point for Italy’s recovery can only be Milan. We must unleash energies and catalyse them into a vision.

Therefore, the method is to put forward specific, solid and measurable projects. The majority of projects are focused on business as well as on Milan. The two scopes go hand in hand: a more attractive Milan is a place where it is easier to do business; stronger companies bring to the Milanese business setting that unique and characteristic value so characteristic of Milan.

THREE GREAT MULTIPLIERS - 1. MILAN - HUB OF KNOWLEDGE

“I wanted to narrate the splendors of Milan, in order that my fellow citizens would awaken and see it and by observing would become familiar with the beauty and grandeur of this extraordinary city”. To introduce Assolombarda’s Strategic Plan, we liked the idea of revisiting history, using the same words and the same spirit which accompanied Bonvesin de La Riva when he wrote to the population of Milan in 1288.

In a nation which in many respects is running away, Milan is reassuring, focused on its splendors, assimilating its past to design its future. The “grand” Milan, energetic and cultured, has great responsibility towards itself and towards Italy. We are firmly convinced that the starting point for a new virtuous cycle of growth for the whole nation can arise from Milan, from its patrimony of both industriousness and solidarity.

Of the many splendors of Milan, which are to be considered the true multipliers of both economic and social growth, we want to highlight three which represent the anchor and departure point of our strategic plan: knowledge, global outreach and the dynamic business system. To these we must add the exceptional Expo event, a potential catalyst of many local and international energies, to be capitalized for a great leap ahead.

First of all, Milan is a city of knowledge. Polytechnic by nature and by calling, it has always acted as a driver of culture and science, of baseline and applied research, and of technological innovation. Its seven major universities and polytechnics constitute hubs of knowledge, of expertise and of unique talents, which play a leading role on the international stage of science and technology.

Scientific density, the percentage of scientific publications per capita, in some key sectors, such as medicine and life sciences, is higher in Milan and Lombardy than

in Germany, and in spite of the crisis, witnesses continuous growth.

However, this research, despite its outstanding value from a scientific perspective, encounters difficulty in the transformation into patents and the consequent translation into industrial development. For example, the technological density per capita in the Bio-tech sector, despite Milan's average ranking almost double the national average and scoring higher than the European average of 27, still remains markedly lower than the German average, and is far away from the figure recorded in the metropolitan area of Munich, which is four times higher than Milan.

The continuous enhancement of human resources, in training and life-long education, in flanking pathways between business and education sector, in fostering national and international training expertise capable of attracting a growing flow of human capital, is a fundamental chapter in reinforcing Milan as a city of knowledge. As also the progressive integration between technical training and excellence in basic and applied R&D, by means of close collaboration between companies, school and university.

We need to concentrate our efforts on attracting a greater flow of human capital from overseas, on increasing exchanges with the great European and global knowledge hubs, on incentivizing the retention of foreign professionals who have trained and specialized here, within this territory and business framework. In this respect, the growing trend of foreign students enrolled in universities in Lombardy is a promising sign. In the opening decade of the New Millennium, the number of foreign students increased by 77%, rising from 2% to 3% of the total (enrolments/number of students). However, if for example we examine the composition of the flow, the mix is unsatisfactory when compared to the appeal and excellence spearheaded by British and German facilities: over 20% of the students enrolled in Milan's universities come from Africa and South America, more than from Asia, and only a minor percentage from North America and Oceania.

THREE GREAT MULTIPLIERS - 2. MILAN - GLOBAL OUTREACH

Our mission is to operate so that Milan and Lombardy become one of the most dynamic and attractive European regions, an area where the companies who do business are successful globally and create quality jobs.

Global competition is increasing between great metropolitan areas which embody vast regional areas, containing a mix of manufacturing and service sectors, universities and research centres, culture and services. These metropolitan areas are forward looking and globally oriented.

Milan, as a city, has always kept an open-mind towards the world. Its international profile, openness to international trade and its capacity to attract foreign investments are distinctive traits of its economy.

Exports of Milanese companies have risen significantly over the last decade, currently overtaking the peak recorded in 2008. But the most interesting aspect of this recent recovery of exports is its geographical distribution; the increase of the share outside the EU, in more distant markets but also with greater potential for growth.

Currently, Milan houses the headquarters of over 40% of all the multinational companies present in Italy, source of 10% of the Italian GDP. The share of added value generated by multinational companies in Lombardy is significantly higher than that in advanced European regions such as Rhone-Alpes, and is close to that of Ile-de-France and Cataluña. However, it is lower than that of Munich, and this is the objective in our sights.

Competition between Great Metropolitan Areas is a key element of the new global market era. They become, in an increasingly specialized manner, channels, deposits and facilitators of knowledge and ideas, providing an environment and a

network of infrastructures which facilitate their flow and raise their level.

Transnational integration needs to be accelerated both by means of a greater presence of companies and national networks of companies abroad, and by increasing the capacity to attract direct foreign investments and cross-border investments within larger integrated groups.

For companies, joining the knowledge-intensive chain means possessing the requisites to become global players. However, this effort can only be sustained when they are able to rely on a physical infrastructure of the new economy, which develops connections to facilitate the circulation of people and information, not only goods and services, at an increasingly global level and wherever possible using the just-in-time methodology.

Furthermore, to achieve this goal, digital communication infrastructures are also necessary, improving the flow at global level to address the organization of demand and supply, of the intermediate input and of the necessary information both for the end-user and for suppliers seeking to provide improved services, whenever possible, according to the just-in-time procedure.

THREE GREAT MULTIPLIERS - 3. MILAN - DYNAMIC BUSINESS SYSTEM

Milan is a dynamic business system; it's a city which has always known how to reconcile economic growth with social and civil progress.

Economic growth cannot be deemed as such if it is not a common objective. This result can be achieved through the strong collaboration of the many players - private and public - who operate in the same business system. Given that private enterprises will reap rewards, they will also contribute; the public sector sheds its superfluous bureaucracy becoming a prolific driver of growth, thanks to the resources it manages to mobilize and the initiatives it promotes.

Statistics attest the fact that the Milanese entrepreneurial fabric is Schumpeterian and dynamic. The recent years of crisis have caused hardship, however the Milanese economy has a positive net turnover rate. The new companies which set-up outnumber those that close. In the tough economic crisis of recent years, the net growth rate of registered companies here outnumbers the national level by striking multiples.

This is also due to the elevated rate of diversification of our companies.

In the Milan metropolitan area the composite mix of specializations is increasingly becoming a global *unicum*. A significantly high rate of manufacturing cohabits with the highest density of advanced services in our nation, together with a high percentage of financial services and a no-profit sector, which traditionally is a distinctive trait of the Ambrosian civil spirit.

Fashion and design, style and Made-in-Italy, main offices of national credit institutions together with the highest density of foreign banks, a consolidated presence of the High-Tech and Medium High-Tech sectors, all this needs to be accompanied and strengthened, adopting a rationale for growth which is

increasingly more significant in added value indexes.

On the same lines as the most economically developed European regions, in Milan female participation in the workforce is significantly higher than in the remainder of the nation. And it has risen from 63.9% in 2008 to 66% in 2013, compared to a national average of 53.6%. Milan is still trailing behind the German average of 72.3%. However, the initiatives in the sphere of entrepreneurial autonomy just as in Milan's welfare services need to be increased, so that work-life balance and family care-giving duties enable more women to join the workforce.

Fostering the dynamism of the business system in Milan means, for companies, ongoing transition, not from manufacturing to post-manufacturing, but from the obsolete management, production and sales approach, to one based on knowledge, which involves both manufacturing and services alike.

In manufacturing as in services, company organization faces a double challenge. On the one hand, a higher degree of vertical re-internalization of capacities and competencies. On the other hand, outsourcing non-essential functions, but being able to rely on a high degree of reciprocal reliability of suppliers, thus reducing inventory costs without prejudicing the optimization of service times to the end-user.

To ensure growth of existing companies and establishment of new enterprises, a dynamic business system must optimize organization and capital allocation procedures and the financial market, aimed at normalizing and overcoming the increasingly critical bottleneck in the channel of credit and capital to companies, incentivizing the adoption of new best-practice principles which reward knowledge-intensive innovation, favouring criteria in which the credit merit collateral is represented by the patrimony of knowledge rather than by physical assets.

To achieve this wide range of goals, it is of the utmost importance that the institutional and administrative bodies implement, whenever possible, analogous

principles and procedures in their own operational-organizational structure.

The European forerunners in this respect are in the region of Bavaria and Baden Württemberg, where great metropolitan and regional areas are characterized by administrative models, where in turn, there has been the will and strength to evolve according to knowledge-intensive principles.

This means:

- decentralized decision-making processes, bottom-up instead of top-down;
- command-control processes with performance indicators used to periodically assess the different services by qualitative values, rather than a mere accounting balance, thus enabling measurement of efficacy given the same use of public resources;
- organization in networks instead of rigid compartmental units;
- flexibility and constant monitoring of client-citizen and client-company needs;
- safeguarding and reinforcing safety and legality in all settings, ranging from efficacy and rapidity of compliance to civil and labour contracts, to crime prevention rather than crime punishment, to transparency and accountability of use of public resources;
- on-going control in compliance with a dashboard of performance indicators measuring attractiveness and implementation, with respect not only to national best practices, but above all to international ones in the comparable and rival great metropolitan areas in European and global contexts.

This is the overall challenge to which we, in Assolombarda, intend to contribute.

Obviously, this is not only dictated by the future of our interests and by the growth of thousands of our associated enterprises. In fact, they are gradually seeing signs of

recovery from the recent crisis, whereby one third expect to close the fiscal year with increased revenues, up 10% over 2012, and another third report stable revenues. This compared to 2012, in which half of the enterprises reported a downturn.

It is a more ambitious challenge. Just as in the decades of most energetic growth of Milan and of Lombardy, from the Unification of Italy onwards, there is no leap forward of businesses and of the market without a parallel and contextual action which flanks the economy to the civil society, to public administration, to that of policies.

Territorial competitiveness is influenced by exogenous conditions represented by the legal environment, the evolution of the most widespread cultures, and by how these forces interact, whether they produce results or obstacles and reciprocal vetoes.

In its long history, Milan has shown and given its best through some forms of governance rather than others, sometimes followed by Italy as a whole.

The governance model based on centralized hierarchy is not part of the DNA of the culture, of public administration and of companies in Milan.

And neither is that vulnerable model where charismatic authority drives each impulse and decision, risking transformation into populism and irrationality.

The great metropolitan area of Milan implements governance models based on social cohesion.

These focus on negotiation and discussion, not on command.

In addition to the above, we suggest adding governance also based on incentives of the market and to the market, which establishes a new concept of “sustainable advantage”.

Sustainable advantage recreates, supports and reinforces the conditions required by the top performing global metropolitan areas, improving technologies and human resources, use of the territory and environmental resources, income and well-being levels, legality and cultural integration.

It is a strategy of integration and interdependency.

It is the evolution of partnerships between metropolitan and regional networks, of company networks, of civil society and institutional bodies, which aims to fuel cross border and transcontinental networks.

It will provide growth and success for Milan, and also for those who are attracted to set up operations here, both now and in the future.

This is the goal of the 50 projects that Assolombarda has established as priority instruments to create results.

BUSINESSES AT THE HEART OF THE SYSTEM

Of the 50 projects that Assolombarda has defined, almost half belong to this thematic area.

Some of these are here briefly outlined those with the greatest impact on the strategic objectives of the system.

Development of manufacturing - There is no future without accelerated and then steady growth of added value in manufacturing, and without rebuilding the foundations after these recent years which have negatively impacted dimensional growth and without reinforcing market presence. Assolombarda is committed to raising awareness of Advanced Manufacturing in its member companies, publicizing first-class cases, working in synergy with other bodies of the Confindustria System.

Finance - A complementary financial culture needs to be promoted as an alternative to the excessive dependency of companies on bank capital, through instruments such as mini-bonds, specialized funds, and stock market. Assolombarda is committed to defining a basket of services on the basis of the most widespread needs among the member companies by sector, on the basis of the competency required by the offer to evaluate the credit rating, also as an alternative to standard ratings.

Payment - In collaboration with Bocconi University, Assolombarda will elaborate a Green Label self-certification model for regularity of payments between companies inside the supply chains, along the lines of the British Prompt Payment Code, to safeguard SMEs and all member companies.

Credit Guarantee Consortia - After years of growing stress during the crisis, the system needs to be steered towards organizational and patrimonial dimensions suitable to continue providing loan guarantees to companies in an efficacious and

on-going manner. Assolombarda has guided the process of restructuring and recapitalization of the Lombardy Credit Guarantee Consortia, and intends to encourage a process of aggregation of the credit guarantees in which the use of public funds is correct and sustainable.

Taxes - Assolombarda will strengthen the initiative it has been promoting for some years, of a comparative benchmark of the local fiscal pressure indicators by all the administrations of the Milanese territories. Tax levels have reached peaks and structures which make growth and development of companies impossible, and often lead to closure. A decisive trend reversal is to be encouraged by means of a more insistent use of the comparative indicators. An increasingly closer cooperation will be developed with the peripheral offices of tax authorities, Agenzia delle Entrate (Revenue Agency) and Guardia di Finanza (Finance Police), assisting the member companies with procedures and specific requests such as rebates.

Streamlined bureaucracy - The participation at the regional table will result in an articulated request to simplify the issue and renewal of authorizations necessary for company operations, and compilation of a Black Book of the most resounding examples of obstacles in force.

Internationalization - The collaboration with PROMOS (Special Agency of Milan Chamber of Commerce) and interaction with MAE (Ministry of Foreign Affairs), ICE (Italian Trade Commission), SACE (Institute for Foreign Trade Insurance Services) and SIMEST (Development and Promotion of Italian Enterprises Abroad) will be strengthened, and also with the network of Italian banks present abroad and with networks of foreign banks present in Italy. Target countries and “champion companies” will be identified for the missions. The networking actions will be expanded with carrier companies by supply chain and markets, sustaining the Lombardy Alliance Point and creating “nation clubs”. With reference to the Expo, “temporary country desks” will be set up and b2b meetings will be fostered. All the above operating in synergy with Confindustria and Business Europe.

Safety - Currently Milan can boast a lower rate of lethal, serious and less serious work-related accidents, compared to the national average. However, the managerial culture of safety and health in the workplace needs to be promoted as a real driver of growth and territorial competitiveness, in addition to being a value factor and a competitive edge for companies. More effort will be spent on training and communication to companies on these themes, and monitoring of data together with diffusion of best practice will be more intense.

Apprenticeship - a mixed work group, comprising Assolombarda-experts in labour law-companies, will be established. Its aim is to improve the normative aspects of regional authority and to rebalance the main responsibilities, inspections and encumbrances of the national legislation which although intended to avoid misuse, has actually resulted in discouraging the use of apprenticeship in the current economic climate.

Social Responsibility - Sodalitas (Corporate Social Responsibility Network) will be reinforced, with initiatives also in international spheres. Territorial requalification projects will be launched: the first of which is the recovery of a dilapidated property near Central Station to be destined to social use by the Milan municipality.

A true partnership between school and business - The strategy will focus on creating a bridge between companies and technical and vocational institutes in the Milanese territory. Identifying company networks and education institute networks flanked by sector, developing study programmes alternating school-work, strengthening career orientation at junior school level in order to create an informed choice of educational pathways.

Post-Diploma tailored to business - Creation of a pilot tertiary-level training programme alternating school-work, identifying pathways of superior technical education coherent to the requirements of companies, identifying and resolving the current legislative and labour issues regarding integration in the company during the course of the work/study period.

MILAN AT THE HEART OF THE SYSTEM

a) Milan - Knowledge Hub

University and Research - The partnership between companies and universities will be reinforced, aligning degree courses to market demands, internationalizing the educational pathways and scientific resources of Milan towards multinationals and foreign institutions, supporting the technological transfer by means of industrial placement of researchers. In a metropolitan city the presence of prestigious universities increases both the supply of graduates, enrolling local students and attracting them from elsewhere, and the demand for graduates, making them more productive. The demand effect is generated by creating companies directly linked to academic research, producing spill-over which increases the development of a local sector of innovation, increasing the level of services and research in health and life science sectors. But universities alone are not suffice. To create self-sufficient innovation clusters a broader system of innovative activities is necessary, together with a specialized labour market and specialized intermediate services.

Start-up Town - New enterprises with new ideas proliferate in “dense” and specialized business systems, which offer the advantage of enabling cost cutbacks of all outsourced services and the majority of the transaction costs. For this reason, the brain drain of companies almost always goes towards areas of the world with perhaps higher costs, but synergized on business systems favouring the natural intersection between venture capitalists and start-uppers. Several studies have demonstrated that as the distance between a venture capital company and its interlocutors increases, the probability that these obtain financing decreases rapidly.

In addition, new ideas rarely sprout in the desert. The interaction between creative workers tends to produce learning opportunities which favour innovation and productivity. Against what is commonly believed, the geographical factor influences the diffusion of knowledge: as distances increase, knowledge decreases proportionately. The mentions of patents reach maximum level when the subject

who cites is within a 40 km radius from the inventor cited. The mentions also decrease when those who cite are at a greater distance. They become extremely low when the distance is over 160 km.

For all these reasons, a strategy is necessary which implicitly aims to incentivize the best start-ups to position themselves, not only side-by-side, but as close as possible to the supply chain companies who are inherently interested in the spill-over phenomenon generated by the start-ups.

For this reason, Assolombarda launches a project aimed to cluster the start-ups by typology, identifying the supply chain of origin to which the university, product and finance pertain. Additionally, it aims to promote a rather more generalized “adoption” of start-ups by SMEs, with reciprocal effects of growth. A different project, with a wider scope, refers to match-making innovation, establishing with Universities and Research Centres the technological projects deemed to potentially have more impact, illustrating to the member SMEs the modes of involvement and collaboration and monitoring the pre-feasibility phases, just as the successive search for financing for execution.

Open Innovation - In a world where knowledge is widespread, and in a reality with an extremely high percentage of small and micro enterprises, innovations and patents are to be exchanged with licence contracts, spin-offs and joint ventures. To this aim, Assolombarda promotes a project aimed to involve, on the one hand, large and medium enterprises that have already experienced the culture of open innovation, on the other hand, small companies that must introduce it.

Green Economy Network - Over recent years the commitment of Assolombarda towards growth, synergy and innovation of the strong Milanese supply chain has increased. The efforts to expand its leadership need to be reinforced, further improving the relationship between companies and the scientific community, bridging towards high potential markets and strengthening the start-ups in energy efficiency.

Life Sciences - A similar commitment needs to be made in this sector to build a competitive supply chain between companies, IRCSS (Scientific Institutes for Research, Hospitalization and Health Care) and universities in Lombardy. Assolombarda, through AssoBiotech will join the Alisei Cluster prepared by MUIR (Ministry for Education, University & Research) to optimize scientific excellence, products and processes relating to Life Sciences, and will strengthen its activities focusing on the calls for tenders foreseen in this sector in the framework of the 2014-2020 community planning.

b) Attractive Milan

Mobility - the concept of sustainable mobility is not only to be measured on an attentive regulation of urban and extra-urban flows of transport, in relation to a mix of public vectors and vehicles and to limitations imposed upon private traffic, but also relates to lowering harmful emissions and to saturation indexes, to which the real pay-for-use and pay-for-access must be gauged.

Metropolitan Milan together with the Lombardy Region must make some coherent fundamental decisions relating to the great national and international transport intersections in the territory and the regional transport network.

A problem still remains to be resolved relating to the airport facilities comprising Linate-Malpensa-Orio, which are oriented towards Milan, while Montichiari and Mantova are both proprietary assets of and managed by the Veneto Region. Moreover, Linate airport is in a limbo, as it is not a City Airport, but however represents a fundamental hub for short and medium range international flights, and the problem of the second missing hub of the tormented national carrier has not been resolved.

The definition of proprietary, financial and executive processes relating to major public works for road and motorway construction are too slow. These works are necessary for public and commercial traffic flows in the great metropolitan area of

Milan. Only recently, has a solution been identified for TEM (Milan Outer Bypass) but greater rapidity is required to provide solutions for the TEEM (Milan Outer East Bypass), Pedemontana and Serravalle route issues.

In this regard, the North-west Territorial Infrastructure Observatory must play a more incisive role as interlocutor-champion of decisional processes.

As Assolombarda, we put forward our candidature to provide greater impetus to a framework of choices and decisions which have their say in and influence national policies. From freight intermodality, using north east Italian ports instead of those in North Europe to intercept and better steer trade freight from Asia towards Central Europe, to the priority for reorganizing airport transits by peer2peer and peer2hub models, the decisive choices of Italian transport transit through Milan because above all they refer to the global outlook of freight transport and of the business sector.

Foreign investments - Fifteen years ago Milan ranked at the ninth place in the classification of attraction of multinational companies and Munich was in the eleventh place. Over fifteen years these positions have inverted. Munich has developed a clear metropolitan strategy, extended to all Bavaria, and launched its plan "Munich 2020". The time has come to improve the ranking. Synergy needs to be created between foreign industrial investors and company supply chains already present here, strengthening the role and initiatives of Invest in Lombardy, increasing the number and performance of the Mixed Chambers of Commerce.

Digital Town - Assolombarda will act to contribute to digital training courses for citizens and businesses. Other projects will focus on the goal of a rapid transition to digital of the greatest number of public administration services and functions, before the deadlines of the National Digital Calendar, using international benchmarks to measure and monitor the steps forward necessary for the Milan metropolitan area. And there will be a specific dialogue relating to theme of the reference framework and development of the public ICT infrastructure issues, in respect to the decisions made in the next quarter by the specific national commission appointed by the

government and guided by Francesco Caio.

Legality - It is a multiplier of attractiveness and for this motive companies acknowledge its priority. Further to extending and guaranteeing free competition, safeguarded from every improper intermingling of public and private, legality does not only represent a higher guard against infiltration of organized and petty crime in economic activities such as money laundering. It is also a resolute fight against and notification of interference in tenders and the expulsion of any member companies involved in criminal dealings. In addition to the above, Assolombarda also intends to promote a solid collaboration with judicial offices to achieve optimization and performance measurement, starting from the section of the Milan Tribunal specialized in business matters.

The Metropolitan City - We intend to play a leading role in the local and national public debate in view of the Metropolitan City becoming fully operational, operating in synergy with the network of Confindustria's industrial Associations in other upcoming metropolitan areas in Italy. Our defined goal is not only participation in the round tables of the Metropolitan conferences of greater interest to companies, but to contribute to elaborate a true and proper set of benchmark indicators of efficiency and attractiveness compared to the most successful metropolitan areas in the world.

What must be a priority, right from the beginning of the institutional procedure establishing the new subject is not only the formal optimization of the governing and administrative architectures, adhering to the standard model of new legislation. As far as possible, the processes need to be immediately steered towards objectives and results comparable in their gradual actuation with the performance of Munich and Barcelona, which use consolidated models to measure results.

Today, Milan is experiencing a true and profound financial and organizational emergency. It is not the serious crisis which has hit Rome and Naples. However, the belief that it can only be resolved by extending the area of its administrative competencies, necessarily facing a future with limited national public finance, and

where all local tax revenues have already reached the maximum levels allowed by decree, means making a serious misjudgement.

The national architecture of the metropolitan areas will therefore only offer an administrative framework to follow. However, on the basis of accurate knowledge of the best international experiences, what can be debated and decided in Milan are the organizational resources and models, the objectives and operating modalities of the service, and above all the very boundary of what can and must remain public. Additionally, the public role would be limited to that of regulator and controller of service standards, nevertheless not identifying the Metropolitan City and its controlled companies as the obligated managing authority.

EXPO, THE GREAT OPPORTUNITY

European Milan has an appointment with the world in the forthcoming Expo. Our responsibility becomes global. And as has always occurred, it is as difficulties emerge that energies are mobilized.

We will be ready and prepared for the appointment.

It is even superfluous to reiterate that Assolombarda is fully committed to make the event a success, which in mid-2015 will generate an additional boost to Italian growth, with a target of over 20 million visitors, including 6 million from abroad.

To this aim, Assolombarda has identified numerous projects.

It will strive to maximize the access of member companies to the Expo digital platform, to stimulate services-applications and to create permanent networks of businesses/associations following the Expo, to supply services and support to foreign companies present and to connect these to the member companies.

It will propose fringe-Expo initiatives in leading sectors already prominently showcased in Milan's exhibition environs, such as fashion, design and furniture.

It will support the NEXPO project option presented together with Bocconi University for an eventual post-event use of the areas, creating a digital farm and/or science park.

CONCLUSIONS

We intend to work hard to achieve the good outcome of our projects, but we are fully aware that success will also depend upon our capacity to interact with all the institutional and social stakeholders and also how we bear our specific responsibilities. Our work method calls for synergies, calls for teamwork and steering committees together with all the other players in the Milanese and Lombardy environs.



***50 projects to revitalize business
and the region***

FOREWORD

To enable 'Milan to fly' and make it a Great Metropolitan Area with a global outreach and market penetration, projects capable of concrete and measurable results are needed. This is the only manner to overcome this challenge which does not only involve Milan, its citizens and its businesses, but which impacts the entire Italian competitiveness, in Europe and globally.

To win this challenge and enable 'Milan to fly', Assolombarda has defined a strategic plan articulated in 50 projects, outlined on the following pages.

The 50 projects of this plan are divided into four chapters (Businesses at the heart of the system; Milano at the heart of the system; Expo, the great opportunity; Assolombarda at the heart of the system) and are aimed at producing results and concrete effects using measurable and assessable indicators.

Each project has a strategic objective and is assigned to the responsibility of a member of the President's Committee.

Assolombarda intends to make this document available to Milan, to businesses, to civil society, to universities, to training institutions and to Lombardy public authorities, together with the whole of Italy.

The '50 projects to revitalize business and the region' are an open platform, an incubator of ideas and solutions reaching out to networks and alliances, to build networks which expand from Milan to the nation.

There is no growth recovery which does not transit through Milan. There is no competitive challenge which should not originate from Milan.

1. THE BUSINESSES AT THE HEART OF THE SYSTEM

PROJECT “MANUFACTURING SECTOR DEVELOPMENT”

Alessandro Spada, Board Member for Internationalization and Manufacturing sector development

Strategic goal: Supporting the competitiveness of the manufacturing industries through innovation and organizational development

PROJECT “CREDIT & FINANCE SERVICES”

Carlo Bonomi, Vice-President Credit, Finance & Taxation

Strategic goal: Promoting the services of the Finance Department to members and communicating initiatives to Stakeholders

PROJECT “BANCOPASS PHASE 2 AND RELATIONSHIPS WITH BANKS”

Carlo Bonomi, Vice-President Credit, Finance & Taxation

Strategic goal: Developing co-operation with banks to offer shared solutions to member companies

PROJECT “ITALIAN PROMPT PAYMENT CODE”

Carlo Bonomi, Vice-President Credit, Finance & Taxation

Strategic goal: Promoting standardization of payments among businesses, through initiatives in line with the British Prompt Payment Code

PROJECT “CONFIDI & GUARANTEES TO ENTERPRISES”

Carlo Bonomi, Vice-President Credit, Finance & Taxation

Strategic goal: Steering the Credit Guarantee Consortia of the Lombardy Provinces towards a suitable organizational and capital assets structure (even through business combinations) to ensure the continuity of the loan guarantee service to enterprises

PROJECT “COMPETITIVE TAXATION IN THE TERRITORY”

Carlo Bonomi, Vice-President Credit, Finance & Taxation

Strategic goal: Strengthening the benchmarking of the tax burden in the municipalities of the Milanese area and turning it into a lobbying instrument

PROJECT “«FRIENDLY» TAXATION”

Carlo Bonomi, Vice-President Credit, Finance & Taxation

Strategic goal: Developing a constructive and favourable relationship between enterprises and the Tax Authorities (Revenue Agency and Finance Police)

PROJECT “STREAMLINED LEGISLATION AND BUREAUCRACY”

Alvise Biffi, Vice-President and President of Small Enterprises (supported by Stefano Venturi, Delegate for Investment Attraction and Simplification Project)

Strategic goal: Promoting simplification in the different sectors of the regional and municipal legislation

PROJECT “INTERNATIONALIZATION OF ENTERPRISES”

Alessandro Spada, Board Member for Internationalization and Manufacturing sector development

Strategic goal: Enhancing services for internationalisation by working in synergy with other organisations and implementing initiatives to foster business networking

PROJECT “CHEAPER ENERGY”

Rosario Bifulco, Board Member for Territorial Competitiveness, Environment & Energy

Strategic goal: Aggregating the energy demand of member companies to obtain lower supply prices

PROJECT “ENERGY EFFICIENCY”

Rosario Bifulco, Board Member for Territorial Competitiveness, Environment & Energy

Strategic goal: Developing the energy efficiency business and culture

PROJECT “EFFICIENT JUSTICE”

Antonio Calabrò, Board Member for Legality & Corporate Social Responsibility

Strategic goal: Fostering greater efficiency of justice

PROJECT “SAFETY FIRST”

Mauro Chiassarini, Vice-President Labour and Employment

Strategic goal: Promoting an entrepreneurial culture of health and safety at work as a value and a competitive edge for businesses as well as a driver of territorial competitiveness

PROJECT “SIMPLIFIED APPRENTICESHIP”

Mauro Chiassarini, Vice-President Labour and Employment

Strategic goal: Developing initiatives and proposals to simplify apprenticeship in Lombardy

PROJECT “QUALITY AND INNOVATION IN SERVICES FOR OUR MEMBERS”

Alvise Biffi, Vice-President and President of Small Enterprises

Strategic goal: Reviewing the services offered to enterprises and developing value-added services

PROJECT “MANAGERIAL CULTURE AND GENERATIONAL TRANSITION

Alessandro Spada, Board Member for Internationalization and Manufacturing sector development

Strategic goal: Supporting business competitiveness through a better use of human resources, a managerial culture and generational transition

PROJECT “DEGREE THESIS ON ENTERPRISES”

Maria Giovanna Mazzocchi, Project Manager for the Business Culture Project

Strategic goal: Promoting degree theses whose subject is the identification and the analysis of a peculiar aspect of Assolombarda member companies

PROJECT “CORPORATE «CINEMA»”

Maria Giovanna Mazzocchi, Project Manager for the Business Culture Project

Strategic goal: Involving SMEs in filming quality company videos, training young directors in the industrial cinema sector, promoting and disseminating the business culture values through new channels

PROJECT “CORPORATE SOCIAL RESPONSIBILITY”

Antonio Calabrò, Board Member for Legality & Corporate Social Responsibility

Strategic goal: Improving the image of companies and of Assolombarda in the public opinion through social initiatives and by strengthening the role of Sodalitas

PROJECT “SCHOOL & BUSINESS PARTNERSHIP”

Mauro Chiassarini, Vice-President Labour and Employment

Strategic goal: Strengthening the partnership between businesses and the secondary technical and vocational schools in the Milanese area, in order to increase skills required by companies and to contribute to the implementation of the reform

PROJECT “POST-DIPLOMA FOR BUSINESSES”

Mauro Chiassarini, Vice-President Labour and Employment

Strategic goal: Implementing in Lombardy one or more pilot projects in tertiary level education and vocational training by alternating school-work programs based on a model applicable to different contexts

2. MILAN AT THE HEART OF THE SYSTEM

2.1 MILAN, HUB OF KNOWLEDGE

PROJECT “UNIVERSITY & RESEARCH”

Pietro Guindani, Vice-President University, Innovation & Human Capital

Strategic goal: Strengthening the partnership between businesses and university by aligning the programmes of the most interesting degree courses for enterprises to the market demand, by supporting the internationalization of the Milanese universities (i.e. incoming students flow) and by supporting technology transfer through the industrial placement of researchers

PROJECT “STARTUP TOWN”

Stefano Venturi, Project Manager for the Investment Attraction and Simplification Project (supported by Alvisè Biffi, Vice-President and President of Small Enterprises)

Strategic goal: Stimulating strong growth of start-ups to attract investments from large groups

PROJECT “INNOVATION MATCH MAKING”

Pietro Guindani, Vice-President University, Innovation & Human Capital

Strategic goal: Implementing projects for the innovation of products and services through a cooperation between businesses and Universities & Research Centres in Lombardy

PROJECT “FUNDING FOR INDUSTRIAL INNOVATION: A SUCCESSFUL PARTICIPATION OF ENTERPRISES”

Pietro Guindani, Vice-President University, Innovation & Human Capital

Strategic goal: Increasing the participation of Lombardy businesses to tenders for competitive funding, especially industrial and European funding

PROJECT “OPEN INNOVATION”

Pietro Guindani, Vice-President University, Innovation & Human Capital

Strategic goal: Promoting the «open innovation» culture in the Lombardy business sector

PROJECT “GREEN ECONOMY NETWORK - STEP 2”

Rosario Bifulco, Board Member for Territorial Competitiveness, Environment & Energy

Strategic goal: Consolidating the Milan leadership in the sector of the green economy and strengthening the role of the Green Economy Network as a significant experience

PROJECT “LIFE SCIENCES AND HEALTHCARE”

Rosario Bifulco, Board Member for Territorial Competitiveness, Environment & Energy

Strategic goal: Building a competitive system among businesses, scientific institutes for research, hospitalization and health care and Lombardy universities

2.2 ATTRACTIVE MILAN

PROJECT “INFRASTRUCTURES, MOBILITY AND TERRITORY”

Rosario Bifulco, Board Member for Territorial Competitiveness, Environment & Energy

Strategic goal: Promoting sustainable mobility through the development of transport networks and services and supporting the set-up of new production activities in the metropolitan area

PROJECT “ATTRACTING FOREIGN INVESTMENTS TO MILAN”

Stefano Venturi, Project Manager for the Investment Attraction and Simplification Project

Strategic goal: Creating synergies between foreign industrial investors and Assolombarda member companies

PROJECT “E-GOVERNMENT”

Stefano Parisi, Project Manager for the Digital Agenda Project

Strategic goal: Developing aspects related to the Digital Town in the public administration sector

PROJECT “DIGITAL EDUCATION”

Stefano Parisi, Project Manager for the Digital Agenda Project

Strategic goal: Activating a wide-reaching digital training project involving citizens and businesses

PROJECT “LOMBARDY CROWDFUNDING”

Stefano Venturi, Project Manager for the Investment Attraction and Simplification Project

Strategic goal: Promoting a real implementation of crowdfunding in Italy and turning Lombardy into a “role-model” for its adoption

PROJECT “FIGHTING CRIMINAL INFILTRATION IN BUSINESSES”

Antonio Calabrò, Board Member for Legality & Corporate Social Responsibility

Strategic goal: Promoting a culture of legality

PROJECT “CITY FOR YOUTH”

Emiliano Novelli, Vice-President and President of the Young Entrepreneurs

Strategic goal: Increasing the attractiveness of Milan for youth and young businesses

PROJECT “SOCIAL2BUSINESS”

Emiliano Novelli, Vice-President and President of the Young Entrepreneurs

Strategic goal: Developing the Social2Business community to promote business networking and match-making through thematic workshops and interaction in business and leisure events

PROJECT “ART & BUSINESS”

Maria Giovanna Mazzocchi, Project Manager for the Business Culture Project

Strategic goal: Encouraging businesses to support the development of Italian cultural heritage and involving SMEs in the construction of the EXPO 2015 Halls

PROJECT “ACTIVATING THE METROPOLITAN CITY”

Rosario Bifulco, Board Member for Territorial Competitiveness, Environment & Energy

Strategic goal: Consolidating the role of Assolombarda in the process of establishing Milan as a Metropolitan City

3. EXPO, A GREAT OPPORTUNITY

PROJECT “EXPO JOBS”

Mauro Chiassarini, Vice-President Labour and Employment

Strategic goal: Turning the opportunities offered by Expo into a source of employment for our businesses

PROJECT “EXPO HELP DESK”

Fabio Benasso, Board Member for EXPO

Strategic goal: Creating / running a Help Desk for foreign businesses, exploiting a Help Desk for b2b (initiatives) between foreign and member companies, involving Assolombarda member companies in works for Expo

PROJECT “BUSINESSES IN THE EXPO E015 DIGITAL SYSTEM”

Fabio Benasso, Board Member for EXPO

Strategic goal: Supporting businesses in accessing the Expo “E015” digital system with their services and applications

PROJECT “EXPO TOURISM”

Fabio Benasso, Board Member for EXPO

Strategic goal: Enhancing the development of the tourism business linked to the Expo

PROJECT “NEXPO”

Fabio Benasso, Board Member for EXPO

Strategic goal: Interacting with AREXPO for the enhancement of the Expo areas after the event, proposing the setting up of a digital farm (NEXPO project) and/or of a science park

4. ASSOLOMBARDA AT THE HEART OF THE SYSTEM

PROJECT “REFORM OF ASSOLOMBARDA”

Aldo Fumagalli Romario, Vice-President Institutional Relations, Organisation & Development

Strategic goal: Approving/implementing the reform of the Assolombarda articles of association

PROJECT “REFORM OF CONFINDUSTRIA LOMBARDIA”

Aldo Fumagalli Romario, Vice-President Institutional Relations, Organisation & Development

Strategic goal: Approving/implementing the reform of Confindustria Lombardia (Confederation of Lombard Industry)

PROJECT “PESENTI REFORM”

Aldo Fumagalli Romario, Vice-President Institutional Relations, Organisation & Development

Strategic goal: Implementation of the Pesenti Reform

PROJECT “MARKETING OF THE ASSOCIATION”

Aldo Fumagalli Romario, Vice-President Institutional Relations, Organisation & Development

Strategic goal: Enlarging the association, increasing loyalty and recovering membership, also through a greater effectiveness and a widespread action in the territory

PROJECT “COORDINATING EXTERNAL REPRESENTATIONS FOR THE STRENGTHENING OF THE STRATEGIC PLAN”

Michele Angelo Verna, General Manager

Strategic goal: Restructuring the participation in external bodies and relationships with the related associations

PROJECT “ROAD MAP OF TERRITORIAL COMPETITIVENESS”

Stefano Lucchini, Board Member for the Research Department

Strategic goal: Influencing the competitiveness policies in the Milanese metropolitan area, and creation of a periodical monitoring centre for competitive benchmarking

PROJECT “ORGANISING THE RESEARCH DEPARTMENT ”

Stefano Lucchini, Board Member for the Research Department

Strategic goal: Strengthening the Research department to support the strategic decisions of the Presidency with a specific focus on competitiveness

For further information:
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