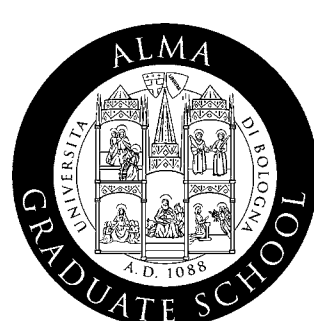


dimmi una cosa nuova... anche una sola



II Edizione

Alma Graduate School /Università di Bologna Italy

Idee, esperienze e confronto per mantenere viva la curiosità e la passione per il cambiamento

6 incontri progettati per gli Alumni di Alma Graduate School e Profingest. Seminari guidati da docenti giovani ma con una significativa esperienza internazionale che porta in dote a questa iniziativa nuove strategie, risposte e soluzioni non convenzionali, pensate in ambiti differenti dal nostro ma caratterizzati dallo stesso scenario.

Villa Guastavillani, sede di Alma Graduate School - Bologna



lo spirito dell'iniziativa

I manager lavorano spesso con vincoli temporali, di risultato e di carriera che portano ad allocare l'attenzione sull'agenda quotidiana e a seguire routine consolidate nello svolgimento dei compiti. Questi comportamenti consentono di destreggiarsi nel breve, ma rischiano di ostacolare o respingere la sperimentazione e i percorsi innovativi.

Il programma del 2011 è ordinato intorno alle leve e ai leader del cambiamento, ai talenti interni necessari per favorire le trasformazioni che i nuovi scenari e la concorrenza impongono. I leader contribuiscono alla selezione delle leve e determinano la tabella di marcia, creando il clima e l'attenzione per realizzare una generazione di valore sostenibile.

il programma

5 febbraio 2011

Beating the Commodity Trap

Gian Vito Lanzolla, Cass Business School of London

25 febbraio 2011

Branding, the ultimate competitive advantage

Simona Botti, London Business School

25 marzo 2011

From leading yourself to leading your firm

Fabio Fonti, Libera Università di Bolzano

29 aprile 2011

Value Creating Strategies: Service-Oriented Operations

Andrea Masini, HEC Paris

27 maggio 2011

Innovation and New Product Development

Vangelis Souitaris, Cass Business School of London

10 giugno 2011

Execution, execution, execution

Gian Vito Lanzolla, Cass Business School of London

Tutte le docenze si terranno in italiano, il materiale didattico sarà in inglese.

overview

Quota d'iscrizione

- Singolo incontro: 650 Euro + Iva 20%

- Intero ciclo: 3.400 Euro + Iva 20%

Business Network

- Singolo incontro: 550 Euro + Iva 20%

- Intero ciclo: 2.890 Euro + Iva 20%

Alumni

- Singolo incontro: 480 Euro + Iva 20%

- Intero ciclo: 2.550 Euro + Iva 20%

Gruppi di alumni (min. 3)

- Singolo incontro: 390 Euro + Iva 20%

- Intero ciclo: 2.040 Euro + Iva 20%

Modalità d'iscrizione

Per iscriversi agli incontri occorre compilare la scheda scaricabile dal sito www.almaweb.unibo.it

Sede

Gli incontri si svolgeranno presso Villa Guastavillani a Bologna

Orario

Ogni giornata avrà inizio alle ore 9.30, per terminare entro le ore 18.00

Informazioni

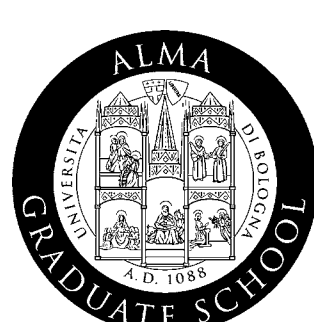
Pasquale Lovino - programmi@almaweb.unibo.it

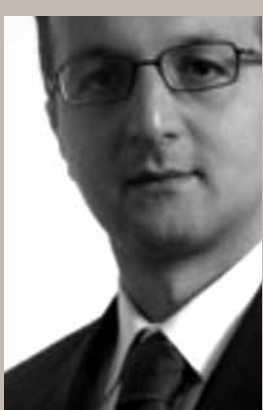
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5 febbraio 2011

Beating the Commodity Trap

Gian Vito Lanzolla
Cass Business School of London

Nowadays many companies, if not all, are facing the threat of commoditization in their products and even in their service offerings. In this workshop, we will seek to understand how to defeat the commodity trap. We will first investigate the most common patterns through which product and service commoditization happen. We will then introduce and discuss the price-benefit methodology, a practical tool to analyze commoditization dynamics in a specific industry context. Upon clarifying the different commoditization patterns, we will focus on some strategic alternatives to deal with commoditization. We will focus on three potential options: escaping the commodity trap, destroying the commodity trap, and using the commodity trap to your advantage. The workshop will be highly interactive and we will use short lectures to present "state-of-the-art" knowledge on the topic as well as several cases to illustrate its practical relevance.

Gianvito Lanzolla is currently a Professor in Strategy at Cass Business School. Before joining Cass, Gianvito served for three years on the faculty of the London Business School. Gianvito's research interests revolve around business and corporate strategy in rapidly changing industries. Gianvito has undertaken consulting and executive coaching in Europe, the USA and India for a wide range of organizations including Microsoft, Sky UK, Times of India, British Telecom, IBM, ENEL, Vodafone Group, Vodafone India, Alghanim, Unicredit, Bank of New York Mellon, Allianz, ING, Ericsson, Barloworld and Anglo American. He is an expert in advising on corporate strategy, innovation, technology strategy, investment analysis, corporate renewal and organizing for strategic transformations.



25 febbraio 2011

Branding, the ultimate competitive advantage

Simona Botti
London Business School

Too often, organizations make decisions in marketing and other business areas independently from each other, without a clear consideration of their consequences for brand equity. We will take a different perspective and promote a more holistic understanding of business based on the assumption that branding serves a fundamental strategic function.

Brands are trademarks that have the power to influence the market. They embody the company's promise to its target market and drive its internal and external delivery. Brands are often the single most identifiable and most valuable asset on (or off) the balance sheet. In a globalized world of increasing technological parity, brands are becoming the key source of competitive advantage.

We will discuss a set of tools for effective brand management, from building strong brands to maximizing the value of existing brands.

Simona Botti is an Assistant Professor of Marketing. She teaches the core Marketing course and the Brand Management elective. Her research interests are in consumer behavior and decision making, and specifically on how people's judgments and evaluations vary as a function of different choice-making strategies. She received her B.A. from Bocconi University and her PhD and MBA in Marketing from the University of Chicago in 2004. Before starting her PhD she was a junior faculty member in the Marketing Department of SDA Bocconi.



25 marzo 2011

From leading yourself to leading your firm

Fabio Fonti
Libera Università di Bolzano

This module focuses on the role of leaders in today's organizations. Starting from examples of leaders in the society at large and in specific organizations, we will draw lessons on what makes a leader and what s/he can do to enable the individuals working for him/her. Moving away from old visions of what makes a leader (for example that leaders are born as such), we will review the latest business literature for clues of what means to lead in today's (and tomorrow's) organization and what can be done to achieve that, and use one or more business cases to reinforce these ideas. We will also show that effective leadership is both very individual (i.e., it starts inside oneself) and intrinsically social (it depends greatly on other people and on one's relationship with them). We will use videos from business leaders and business conferences to support our claims, thus providing a starting point to become a more effective and responsible leader in your own organization.

Fabio Fonti research focuses on intra- and inter-organizational networks, knowledge management, regional clusters, and social cognition. His projects examine the influence of network structure on a variety of organizational variables and have entailed survey development and data collection in several different industries, such as software development, transportation, professional sports, machinery manufacturing, project-based organizations, and consumer goods. His most recent projects look at dispelling the "war for talent" myth (by examining the differential impact of human and social capital on organizational performance in basketball), at the elements contributing to the success and failure of communities of practice, at the impact of geographical and socially-constructed space (i.e., industrial districts and industry associations) on the network-performance link, and at the structural and attributional determinants of the assignment of categorical labels in processes of classification within an industry.



29 aprile 2011

Value Creating Strategies: Service-Oriented Operations

Andrea Masini
HEC Paris

In today's hypercompetitive globalized markets, characterized by an increasing pressure from firms located in low-cost economies, a few western organizations consider with great interest the possibility of operating a shift from product-oriented to service-oriented strategies. The provision of seamlessly integrated bundles of products and services may indeed offer distinctive advantages over the delivery of stand-alone solutions. Yet, whilst economically appealing, integrating products and services into a unique offer poses a number of critical challenges too. Such a shift entails a change in the boundaries of the firm; it requires a radical redesign of the offer as well as a reconfiguration of the firm's capabilities and of its core operations.

Andrea Masini is an Associate Professor in the Operations Management and Information Technology Department. His main interdisciplinary interests: i) operational and organizational impact of technological innovations, with emphasis on ICT, renewable energy systems and sustainability issues; ii) sources of operational excellence for manufacturing and service operations. He consults for private and public organizations on process optimization, ICT and technological innovation. Best Teacher award at the Warsaw University of Technology Business School from 2008 to 2010 and at the Finmeccanica FHINK master in 2009.



27 maggio 2011

Innovation and New Product Development

Vangelis Souitaris
Cass Business School of London

The module aims to provide knowledge and practical tools for the management of innovation, a crucial organizational process bringing new products from a mind or a lab to the market. It is designed for project managers, marketers, R&D managers and strategists that are interested in innovation. Upon completion of the course participants will understand:

- The new product development process
- How to allocate resources to various projects.
- How to buy technology from the outside.
- How to design innovative organisations (leadership, strategy, creativity and structure).

This is a case-based module. Theory delivery will be interactive. A portfolio of case studies will be used to illustrate the concepts in practice.

Vangelis Souitaris is Professor of Entrepreneurship and Innovation at Cass Business School, City University London. He is the youngest full-professor that Cass has appointed (at age 34 in 2006). Vangelis also had visiting appointments at Wharton, Bologna, and Vlerick business schools. He specialises in technology entrepreneurship. He has studied multiple aspects of the phenomenon, namely the creation, financing, innovation, and strategy of new technology ventures. He brings his expertise to practice by advising technology-based firms (such as IBM, Telenor, Emirates) and technology spin-outs from engineering universities.



10 giugno 2011

Execution, Execution, Execution

Gian Vito Lanzolla
Cass Business School of London

In a recent survey of 197 senior executives conducted by management consulting firm Marakon Associates and the Economist Intelligence Unit, respondents said their firms achieved only 63% of the expected results of their strategic plans. One of the most likely causes underlying this gap is the lack of effective strategy execution. In this workshop, we will focus on execution and we will reflect on its key constituencies. First, we will reflect on the overall strategy process and on the different ways of effectively and efficiently linking strategy execution with strategy formulation. Second, we will look at the micro organizational foundations of strategy execution. The overarching strategic goal in execution is alignment and we will discuss how people, organizational culture, structures and incentives may be tuned to enable strategy execution. This workshop will be highly interactive and applied. At the end of the workshop, you will have acquired a deeper understanding of the key levers to make strategy happen.

Gianvito Lanzolla is currently a Professor in Strategy at Cass Business School. Before joining Cass, Gianvito served for three years on the faculty of the London Business School. Gianvito's research interests revolve around business and corporate strategy in rapidly changing industries. Gianvito has undertaken consulting and executive coaching in Europe, the USA and India for a wide range of organizations including Microsoft, Sky UK, Times of India, British Telecom, IBM, ENEL, Vodafone Group, Vodafone India, Alghanim, Unicredit, Bank of New York Mellon, Allianz, ING, Ericsson, Barloworld and Anglo American. He is an expert in advising on corporate strategy, innovation, technology strategy, investment analysis, corporate renewal and organizing for strategic transformations.