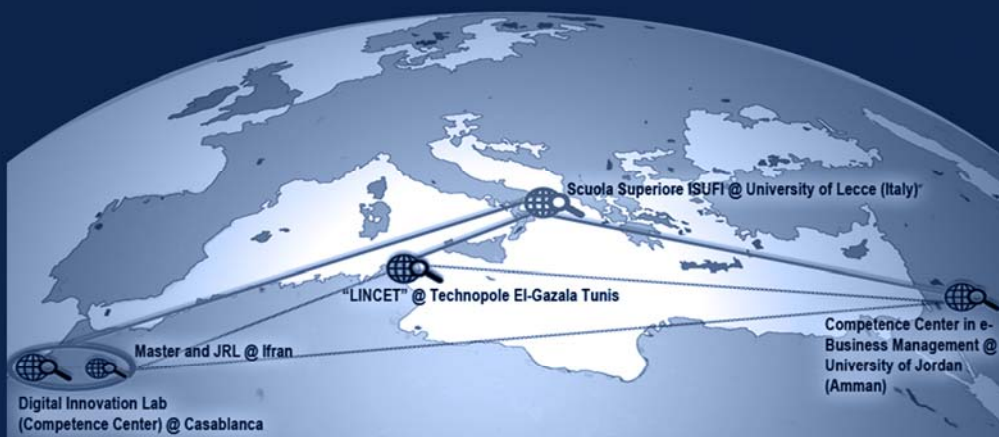


THE EURO-MEDITERRANEAN INCUBATOR

W' INCubate talent for Leadership



DIRECTOR: PROF. ALDO ROMANO





Scuola Superiore ISUF1
e-Business Management Section



UNIVERSITÀ DEL SALENTO

THE EURO-MEDITERRANEAN INCUBATOR

W'INcubate Talent for Leadership

Executive Summary



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1. PREFACE

The *Executive Summary* aims to present an overview of the results achieved by the “e-Business Management” Section (eBMS) of Scuola Superiore ISUFI.

The eBMS was created with an experimentation started in November 1999. Its original name, “Innovation Economics and Local Systems Development”, was changed in 2001 in “e-Business Management School”, based on the emerging trends of the “Internetworked Global Economy” and related to the disruptive impact of Information and Communication Technology (ICT) and e-Business standards.

The book “*Creating Business Innovation Leadership*”, published in 2001 by *Edizioni Scientifiche Italiane*, offers a holistic view of the scientific and cultural background of the eBMS. The role of the School as incubator of young talents developing “*Business Innovation Leadership*” is also highlighted.

The present document describes the “*Intellectual Capital*” created and consolidated within the eBMS as the result of an unprecedented experience, moving from the absence in the local academic context of a tradition on topics of relevance for the section, and presents the main projects as well as the processes which generated them.

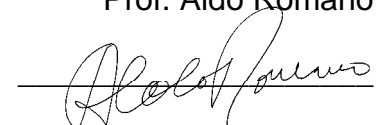
Such “Intellectual Capital” has been generated by the same scientific and cultural background which inspired the experimentation phase of eBMS, and by a network of collaborations that since the early days was strongly developed to link the newborn structure with prestigious academic institutions, both national and international, and with national and multinational companies. At this proposal, reading this document helps realising that the overall value of the initiative was significantly enhanced by the high qualitative and quantitative level of networks created.

The young scientific and technological community being developed, the Euro-Mediterranean nature of the sector, the largely interdisciplinary scientific and technological assets generated, the consolidated “*Learning in Action*” strategy, and the sensibility developed within young talents towards cultural values and the market, represent distinguishing features which render the eBMS a “*Hybrid Business School*” focused in Europe and in the Mediterranean.

The results achieved by the eBMS confirm how powerful can be a perspective of building the future of our University around successful experiments rather than rely every possibility of change on unlikely regulatory-oriented interventions.

Lecce, June 30th, 2008

Prof. Aldo Romano



Director of Scuola Superiore ISUFI
and Director of the “e-Business Management” Section



2. EXECUTIVE SUMMARY

The **e-Business Management Section** was created *ex-novo* (no competencies were present at different level within the University of Lecce related to the interdisciplinary topics of the school) academic traditions were locally present) in the experimentation phase of Scuola Superiore ISUFI that started in November 1999 and ended in October 2004.

Starting from 2005, after the positive conclusion of the experimentation phase and based on the normative prescriptions of MIUR - Italian Ministry of University Research (ref. Art. 22 of the Decreto del Piano Triennale 2004-2006), the Scuola Superiore ISUFI operates with Statute, Rules and Regulations defined and approved by the Academic Board of the University of Salento.

Since the experimentation, the “brand” of the “e-Business Management” Section has been progressively consolidated on experimental basis, through a virtuous integration at scientific and didactic level of disciplines related to the Information and Communication Technology domain with Business Management-related topics.

The distinguishing **values** of the experimentation which characterized, and currently characterizes, the scientific and cultural identity of the eBMS are:

- Interdisciplinarity and integration of Higher Education and Research;
- International orientation, with a specific Mediterranean focus;
- Public-private relationships;
- Residentiality;
- Valorization of young talents.

Starting from the experimentation phase, the e-Business Management Section has developed, from one side, the relations with Scientific Institutions and leading companies in Europe and overseas, and from the other a collaborative network in the Mediterranean area, with the aim to develop innovative projects in traditional industries and emerging sectors. This evolution has determined the characterization of the e-Business Management Sector as a “**Euro-Mediterranean Incubator**”.

The name “Incubator” originates from the pay-off “**W’INcubate Talents for Leadership**” which inspires the mission, values, strategies, objectives and actions of the e-Business Management Section (ref. “*Creating Business Innovation Leadership - An ongoing experiment: The e-Business Management School at ISUFI*”, Edizioni Scientifiche Italiane, 2001).

The reference to the Mediterranean highlights the centrality of this incubator within the **Mediterranean School** created by the e-Business Management Section and defined in the Memorandum of Understanding signed in 2004 by the Italian *pro-tempore* Ministry of University and Research and his Moroccan counterpart. Indeed, the Incubator is today the central node of a network composed also by the Al Akhawayn University in Casablanca (Morocco), the Elgazala Technopole in Tunis (Tunisia), and the University of Jordan in Amman (Jordan).

The “*Intellectual Capital*” created by the Euro-Mediterranean Incubator in the period 2001-2007 is represented by:

- The development and consolidation at international level of three cross-disciplinary edge research fields:
 - *Open Networked Business Management;*
 - *Learning, Innovation and Value Network; and*
 - *Collaborative Product Design Management.*Around these areas, a set of organic collaborations with prestigious Universities and Research Centres at national and international level are ongoing.
- A young Scientific Community of people dedicated to interdisciplinary research and education activities, for a total of 66 units (27% not Italian) with an average age of 30 years (89% with Degree and 11 with Diploma).
- The involvement, since 2002, of 38 young talents in the 3-year Ph.D. program (held in English), 16 of them (42%) coming from southern Mediterranean countries.
- A portfolio of 24 research projects acquired competitively at the Italian and European Community levels, with the participation of leading academic institutions as well as national and multinational companies.
- A production, since 2004, of 126 scientific works, 38 of them published in international journals and monographs, 11 in national journals and monographs, and 77 published in referee-based proceedings of international conferences.
- The involvement, since 2004, of 30 young undergraduate in the Pre-Laurea Courses which complement normal university curricular activities. The pedagogical strategy and Human Capital development practices applied in the Courses are inspired by the *Inquiry and Action Learning* paradigms.
- The Mediterranean School in “*Management Engineering*”, created in January 2005 in the frame of the 2nd Catania Conference on “Euro-Mediterranean Space of Higher Education and Research”. The “Al Akhawayn” University (Morocco) is co-founder of the Mediterranean School with the eBMS. The School also benefits from the support of Institutions belonging to the founding countries (Italy and Morocco), obtained through an Intergovernmental agreement signed in 2005 by the *pro-tempore* Ministries of Education, University and Research of the two countries. The Mediterranean School is framed in Nodes of Higher Education, Research and Innovation located in Morocco (“Al Akhawayn University” inside the Technopark in Casablanca), Tunisia (“Technopole Elgazala” of Tunis) and Jordan (“University of Jordan in Amman). These nodes currently involve 11 young talents, originally trained in Lecce, which are supported by researchers of the School.

- The involvement, in the Mediterranean School, since 2006, in three editions of the 1-year International Master's Program (held in English) of 42 young talents coming from southern Mediterranean countries and 10 young managers involved in e-Business awareness programs.
- Launch, in the frame of the Mediterranean School, of a Euro-Mediterranean Cluster for the development of new products in complex industrial industries (aerospace, automotive, software). The ultimate purpose is to develop these sectors in those countries, in synergy with the dynamics of development currently ongoing in the Italian and European scenario.
- An international award, obtained in October 2006 in Denver, Colorado (USA), by the "Brandon Hall Research" in the category "Learning Technology", related to the creation of an innovative web learning platform which embeds a problem-based learning approach.
- The "excellent" evaluation recognized to the NET.LAB project, competitively selected in the National Operative Program for Research (PON Ricerca) 2000-2006.
- An international award received by CISCO, which has recently included the project "Network & Security", carried on with the eBMS, within the success cases in the education sector worldwide.
- The involvement, since 2000, in the International Summer School on: "*e-Business and Complexity: New Management Practices*", of about 620 participants (besides speakers coming from leading international institutions), 61% of them coming from Italy, 30% from other European countries, 5% from United States, 2% from Asian countries, and 2% from other countries.
- Central role of the e-Business Management Sector, together with the National Laboratory of Nanotechnology CNR, to set up the High-Tech Technology District (Consortium DHITECH), involving industrial partners like: Alenia Aeronautica SpA, Avio SpA, Engineering Informatica SpA, FIAMM SpA, Selex Sistemi Integrati SpA, and ST Microelectronics.
- Construction of a building *ad-hoc* of about 4,000 square meters (current site of the Euro-Mediterranean Incubator), built in record time according to the following milestones:
 - 7/19/2005: D.R. of approval of the Executive Project;
 - 11/18/2005: Job assignment;
 - 1/13/2006: Signature of the agreement with the firm;
 - 2/20/2008: End of works;
 - March 2008: Official opening of the new building.

The economic value related to Higher Education activities, Research Projects, construction of the new building, and creation of the Mediterranean School generated an overall volume of multi-year funding, acquired on competitive basis, of more than 30 million Euros.

The richness of the Intellectual Capital cumulated within the Euro-Mediterranean Incubator, the interdisciplinary nature of research and Human Capital development processes, the consolidated relations with prestigious Academic Institutions and national / multinational companies, the organic international collaborations all contribute to characterize the Euro-Mediterranean Incubator as a European *"Hybrid Business School"*.

3. THE SYNTHETIC CURRICULUM VITAE OF ALDO ROMANO (DIRECTOR OF THE SCUOLA SUPERIORE ISUFI AND THE EURO-MEDITERRANEAN INCUBATOR)

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Currently:

- Full Professor of Innovation Management at the Faculty of Engineering - University of Salento (Lecce, Italy);
- Director of the Scuola Superiore ISUFI - University of Salento;
- Director of the “Advanced International Summer School” focused on “New Management Theories and Practices”
- Director of the Euro-Mediterranean partnership program founding the “Mediterranean School of Advanced Studies in e-Business Management”, established in partnership with Al Akhawayn University in Ifrane (Morocco). The School involves also the Confédération Générale des Entrepreneurs du Maroc (CGEM), The University of Jordan, Tecnopôle Elgazala of the Ministry of ICT in Tunisia. The partnership program creates a network of centers specialized in Higher Education and Research activities, to promote Digital Innovation and Change Management practices.
- President of the Technological District DHITECH in the Apulia region.

From 2001 to 2007:

- President of the Italian Technical-Scientific Commission of FIRB (Fund for Investments in Basic Research), at the Italian Ministry of University and Research.

From 1989 to 1997:

- Full Professor of Innovation Management at the Faculty of Engineering, University of Rome II – Tor Vergata (Italy);

From 1970 to 1989:

- Full professor of Physics at the Department of Science, University of Bari (Italy).

Awards

In acknowledgement of his scientific activity, Aldo Romano has received two awards from the President of the Italian Republic:

- He has been awarded the Gold medal of Merit for Culture, School and Arts;
- He has been appointed as Italian Republic’s “Grand Officer of Merit”.

Aldo Romano’s activity may be grouped into three main areas:

- A. Research activity in High Energy Physics, with a first phase of scientific training at the Department of Physics - University of Bologna. Moreover, he has participated in numerous scientific experiments at the European Organization for Nuclear Research (CERN) in Geneva. At the conclusion of this phase (he was 36), he became Full Professor of Physics at the University of Bari (Italy).
- B. Scientific, cultural, and political commitment to the development of innovation, especially in the South of Italy. In 1981, as Visiting Professor at the Stanford University (California – USA), he studied the phenomenon of Silicon Valley, and in

1984 he founded the First Italian Scientific and Technological Park (Tecnopolis Novus Ortus). His experiences and foresights on innovation-based local development are described in two books: “Mezzogiorno 1992” and “Mezzogiorno chiama Schumpeter”;

- C. Scientific and operative commitment to issues concerning Internet-enabled organizational changes, with special reference to the analysis of the “Digital Divide”. The books “Net Economy” and “Creating Business Innovation Leadership” illustrate the results of this involvement, also of relevance for the current initiatives in the extra-EU Mediterranean countries.

Because of his well known interdisciplinary cultural base, his abilities to apply his cultural background to real contexts, and his commitment to research-innovation-local development, he has been deemed as “expert” in elaborating, planning and evaluating a large number of strategic programs and projects, promoted by Regional, National and International Institutions, focused on Innovation, Scientific and Technological Policies.

Scientific Publications of Prof. Aldo Romano

- Many scientific publications on International Journals (i.e. Physical Review Letters, Nuovo Cimento, etc) concerning the results of the research activity in High Energy Physics carried out in the period 1960 – 1975.
- Publications of books and papers on National and International journals concerning the relationships between innovation and development of Mezzogiorno region. Many of these publications have been collected in the book “Mezzogiorno 1992-Le nuove economie esterne per lo sviluppo competitivo”, edited by Franco Angeli, in 1998.

Recent Publications (1996-2008)

1. Romano, L. Marasso, M. Marinazzo (2008) “Italia chiama e-Government - Molta tecnologia, poca innovazione, ancora troppa distanza dal cittadino”, Ed. Guerini e Associati.
2. G. Elia, A. Margherita, C. Petti, A. Romano (2008), “Can ICT-enabled Networks Streamline e-Business Adoption in SMEs?”, Proceedings 2nd International Conference on “Information System, Technology and Management”, March 6-8, 2008, Dubai (UAE).
3. A. Romano, M. Marinazzo (2005) “Puglia in declino? - Immaginare il futuro ed investire per il cambiamento- ”.
4. A. Romano, G. Passiante, C. Petti, G. Secundo (2005) “Creating Human capital suitable for leading the 21st century organisations: the case of the e-Business Management School”, 11th International Conference on “Industrial Engineering and Engineering Management”, Northeastern University, Shenyang, China, April 23–25, 2005.

5. Romano, M. Giannotti, T. Massari (2004) "Digital Divide – A partnership strategy between Northern and Southern Mediterranean Area".
6. Romano (2004) "Exploring new Business Innovation Leadership paradigms", in P. Andriani, G. Passiante "Complexity Theory and Management of Networks" Ed. Imperial College Press.
7. E. Bartezzaghi, M. Raffa, A. Romano (2003), "Knowledge Management e Competitività", Ed. Scientifiche Italiane.
8. Romano, G. Passiante, C. Petti (2003) "Recent approaches to strategic entrepreneurship" Proceedings of 3th International Conference on Entrepreneurial Innovation, Bangalore, India, 6-8 March
9. Romano, G. Passiante, G. Secundo (2003) "E-learning for creating business innovation leadership: the e-business management school case." Proceedings of the 4th World Congress on the Management of Electronic Business, Hamilton (Canada) January 15 – 17
10. Romano, (2002) "Recenti Approcci alla Strategic Entrepreneurship", Relazione su invito alla XIII Riunione Scientifica della AilG, su Impresa e Competizione Knowledgebased, Lecce, 7-8 Novembre;
11. Romano, V. Elia, G. Passiante (2001) "Creating Business Innovation Leadership: an ongoing experiment" Ed. Scientifiche Italiane
12. Romano, G. Passiante, V. Elia (2001) "New sources of clustering in the Digital Economy", Journal of Small Business & Enterprise Development, vol. 8, n. 1, Spring
13. Romano, G. Passiante (2000) "Un modello per la gestione innovativa dei Sistemi Economici locali - Il Sistema Innovativo Virtuale", in E. Valdani, F. Ancarani "Strategie di marketing del territorio" Ed. EGEA, Milano, pagg. 83-112
14. Romano, G. Passiante, V. Elia (2000) "Modelling growth clusters in the new Web Economy" Proceedings of the 45th International Conference on Small Business (ICSB) World Conference 2000, Brisbane (Australia) 7-10 giugno
15. Romano, M. Marinazzo (1999) "Dalla Deriva all'Approdo" il Mezzogiorno in competizione fra economia tradizionale ed economia della conoscenza, Ed. Cacucci Editore
16. Romano, G. Passiante, V. Elia (1999) "The Web Economy: towards a new spatial context for learning and innovation processes in the business environment" Proceedings of the Regional Science Association 39th European Congress, Dublino 23-27 agosto
17. Romano, G. Passiante (1998) "Electronic market as a strategic lever of an Innovation Territorial System- an integrative approach to territorial innovation management", Proceedings of the Regional Science Association 38th European Congress, Vienna 28 agosto – 1 settembre

18. Romano, G. Passiante (1996) “La centralità della politica dell’innovazione per lo sviluppo competitivo dei Sistemi economici locali”, atti del VI Convegno Internazionale di Economia e politica dell’innovazione su “Reti di imprese e reti informatiche”, Piacenza, 5-6-7 giugno
19. Romano, G. Passiante (1996) “Il Mezzogiorno chiama Schumpeter - per una strategia di sviluppo alle soglie del terzo millennio”, Ed. RIREA.