



The European House  
**Ambrosetti**

THINK TANK | MANAGEMENT CONSULTING | LEADERS' EDUCATION | SUMMIT

# The European House – Ambrosetti

Your Partner in an Age of Acceleration, Innovation and Rapid Change

[www.ambrosetti.eu](http://www.ambrosetti.eu)



# Who we are, where we are, our mission and values

---

## OUR MISSION

---

Sustainable value creation for the client and for our Group, ensuring unique and effective professional solutions regarding top management consultancy and continuing professional development and research, in this age of acceleration, global competition and discontinuity.

The European House – Ambrosetti Group is present in Italy, Europe and several other countries all over the world, offering **strategy and management consulting services** as well as **top executive education**.

Since 1965, we have been assisting our corporate clients to achieve their goals through a wide and dynamic portfolio of innovative services, designed to respond effectively to their needs.

**Independence**, continuous search for **excellence, professional behavior, integrity and dignity** (helpful to all, subject to none) are our **founding values**.

The European House – Ambrosetti was named — in the category Best Private Think Tanks — **the no. 1 think tank in Italy, the no. 4 in the European Union and among the most respected independents** in the world out of 11,175 on a global level in the latest “Global Go To Think Tanks Report” of the University of Pennsylvania.

---

*Milan, Rome and several Italian cities, Brussels, London, Paris, Madrid, Istanbul, Berlin, Singapore (for Asean), Shanghai, Tokyo, Seoul, Johannesburg (for sub-Saharan Africa)*

# We operate in two business areas that are contiguous and mutually reinforcing

---

## We support our clients in achieving their goals:

- through customized approaches and “ad hoc” interventions (**strategy and management consulting**)
- facilitating exchange of experiences, debate, community building and networking (**through our platforms for professional updating**)

# The European House - Ambrosetti

## Our Figures, our Successes

More than  
**500**  
Events

Organized in 2021, of which 61% digital, 7% physical and 32% phygital

**1**  
Proprietary platform for creating phygital experiences

Proprietary technology and know-how for workshops, seminars and complex digital events

**3,000**  
Experts

National and international engaged each year

**15,000**  
Managers  
**1,200**  
Clients

Managers accompanied in their professional growth and consulting clients served each year

More than  
**200**  
strategic studies and scenarios

Designed each year for national and international institutions and corporations

**#1**  
Think Tank

Private in Italy, #4 in the European Union and among the most respected and independent out of 11,175 globally, based on a survey of 73,000 leaders from government and institutions, business and media, in more than 100 countries worldwide

**47**  
Years

of the Cernobbio Forum: those attending the last edition represented an aggregate turnover of €1,3 trillion (76.1% of Italian GDP) and managed assets of €47.6 trillion; 9 governments represented

**TOP**  
EMPLOYER  
**2022**

For the second consecutive year, The European House – Ambrosetti has been recognized as a Top Employer. One of the 131 Top Employers 2022 in Italy, based on the analysis of 6 specific areas of HR policy and over 400 best practices monitored

**250**  
People  
**54%**  
Women

Who share the same passion and drive. 42 people abroad (China and the Middle East)

**10**  
Years

For the last ten years, key player in the Italian innovation ecosystem: Corporate Venture Capital, Open Innovation and Startup Accelerator

**30**  
Years

The experience of our sustainability team in made-to-measure solutions and projects to accelerate company transition towards a sustainable future. In the last year alone, more than thirty companies chose us.

**120**  
Family -  
Owned  
Businesses

Assisted over the last year through consulting in Family Agreements and Governance Systems

**7**  
International  
Think Tanks

Represented as an international best-practice by the ASEAN Community (7 countries/areas: ASEAN, China, France, Middle East, South Africa, USA, European Union – Brussels).  
Mentioned as a case of excellence in the treaty between the Italian Republic and the French Republic for enhanced bilateral cooperation, co-signed by the President of the Italian Council of Ministers and the President of the French Republic

**18**  
Countries

With direct presence or in partnerships.  
In 2020, we provided support to Italy's presidency of the G20 through the formulation of eight policy recommendations involving the priority areas for action of the Italian presidency (the "3Ps": People, Planet, Prosperity)

# The ability to integrate a unique set of skills, competencies and approaches makes us unique

---

In order to support the processes of innovation and change management of our customers, we integrate — in a **single solution** — professional approaches and complex skills with a comprehensive vision and the ability to think critically.

We are able, if necessary, to involve and make full use of top level experts ("**open system**") on specific projects, because we believe that in this age it is not always possible to have in-house all the skills required to achieve the desired results.

## KEY SUCCESS FACTOR

---

Skills and professional methodologies

Attention to emerging trends (future)

Relational assets

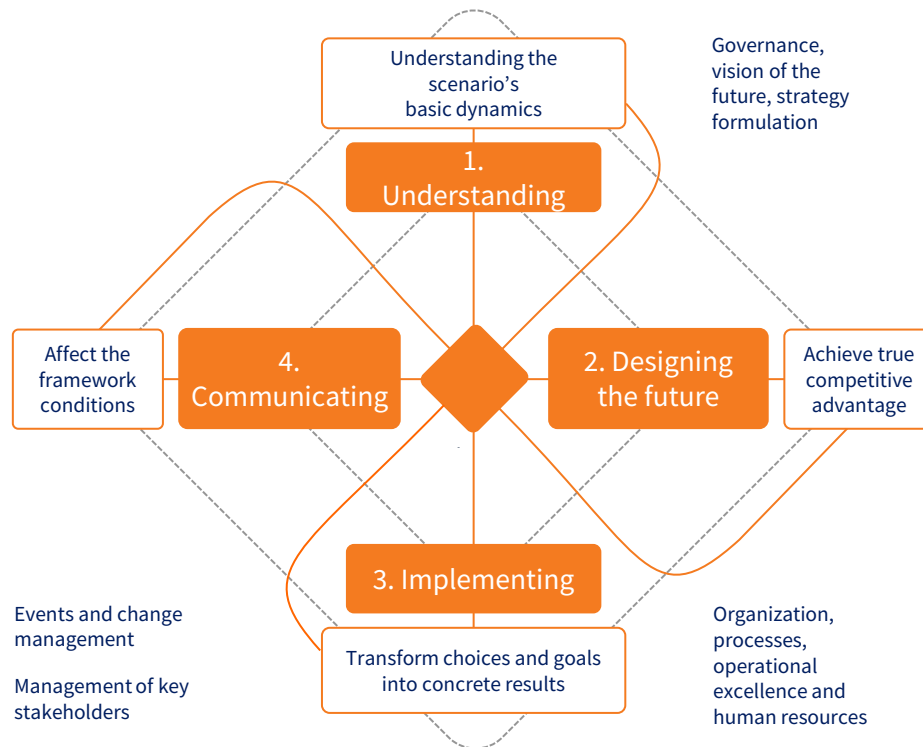
International perspective

Open system

# We help our clients to oversee the four key-dynamics of value creation

We help our clients to:

- understand the fundamental dynamics of the reference scenario ("**understanding**")
- redefine the structure and functioning mechanisms to formulate innovative strategic choices that generate true competitive advantage ("**designing the future**")
- convert choices and objectives into concrete results to affect behavior ("**implementing**" and "**managing change**")
- manage internal and external relations with stakeholders that are critical for the strategy's success ("**communicating**").



# Our approach is clear and distinctive...

---

All our activities envision **people** at the core.

We work with and for women and men to promote their personal growth and that of the companies in which they operate, to encourage **the search for effective solutions** and the promotion of widespread **learning processes**.

We maximize **the impact** of our interventions by taking the steps necessary for alignment on objectives within the organization and the implementation of related activities (execution).

Our activity is mainly based on **proprietary methodologies** and **know-how**.

# ...and so is our portfolio of offerings

## UNDERSTANDING

- Scenarios and vision of the future
- Intelligence
- Ambrosetti Club & Club Europe
- PPE – Permanent Professional Training for top executives
- The European House – Ambrosetti Live
- The European House – Ambrosetti Management
- Global Summit
- Leaders of the Future

## DESIGNING THE FUTURE

- Family business and governance
- Innovation and new business models
- Strategy:
  - corporate and business strategy
  - industrial strategy and management
- Internationalization
- Set up and management of Advisory Boards

## IMPLEMENTING

- Competitive advantages through people:
  - change and mobilization
  - talent assessment
  - women's leadership
- Finance, accounting and value
- Marketing and sales
- Operational excellence
  - organization and processes
  - risk management and information security
- M&A
- Board of Directors
- Executive compensation
- The European House – Ambrosetti Academy

## COMMUNICATING

- Events
- Evidence-based communication
- Reputation, public affairs, advocacy



# Industry Focal Points

|                                  |                   |                |   |                   |
|----------------------------------|-------------------|----------------|---|-------------------|
| Banking & Financial Institutions | Energy            | Transportation | Tourism                                       | Utilities         |
| Fashion   Textile                | Pharma   Chemical | GDO            | Public Administration                         | Telecommunication |
| Healthcare                       | Media             | Motorcycle     | White Goods                                   | Retail            |
| Corporate Finance                | Real Estate       | Private Equity | Food & Beverage<br>Fast Moving Consumer Goods | .....             |

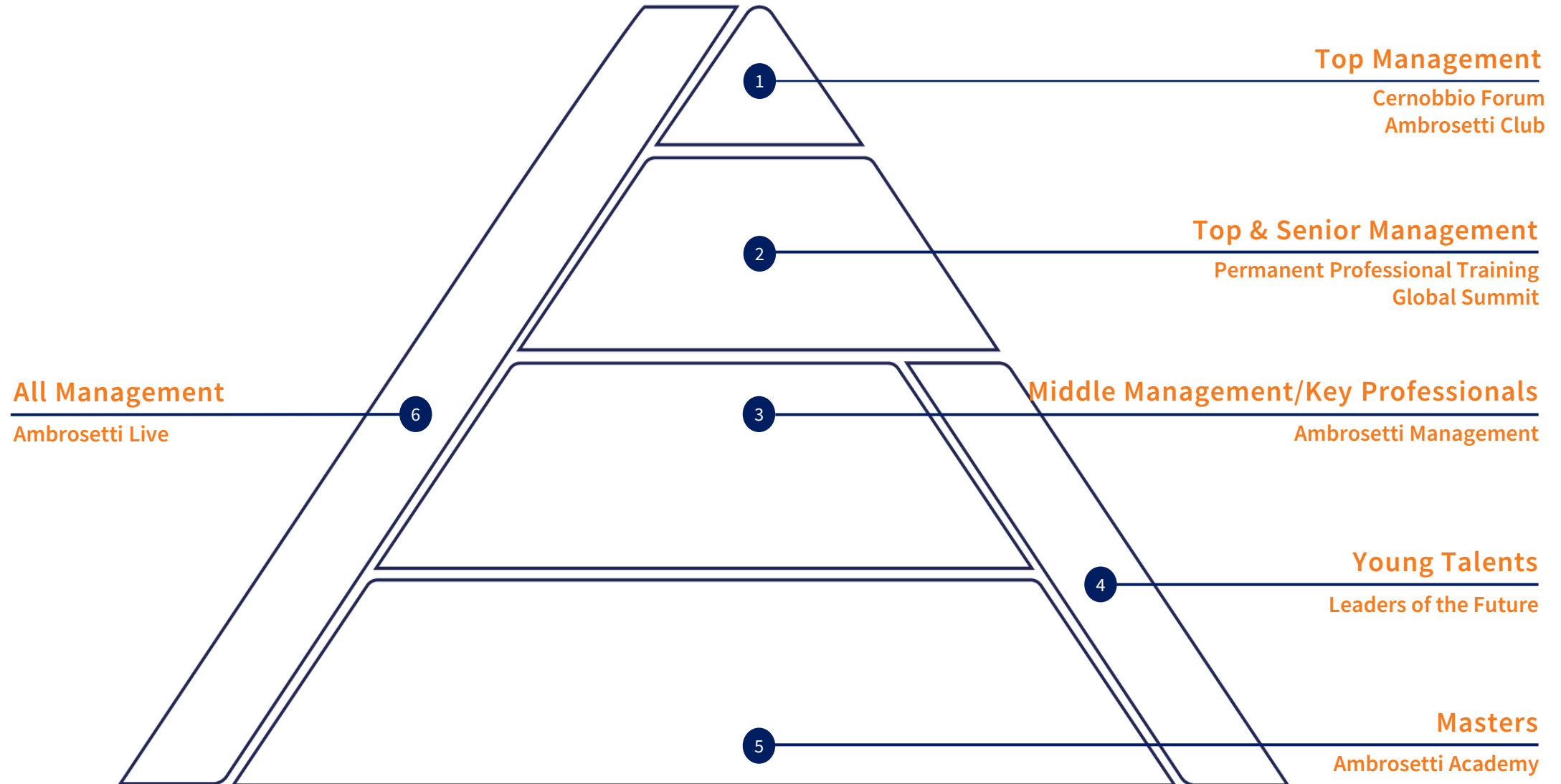
# What we do: At the center of the strategic debate (examples of our Scenarios)

---

We strive to help Italy and Europe to become more competitive:

- Observatory on Europe: Improving European Integration and Competitiveness
- Industry 4.0 Revolution: Challenges and Opportunities for Europe
- Objective: Growth. What Businesses and the Government can do to make Italy grow again
- Judiciary System and the Fight Against Corruption
- Sustaining the long-term Growth and Internationalisation of Companies in the Food & Beverage Sector
- E-Mobility Revolution
- ELECTRIFY 2030: Electrification, industrial value chains and opportunities for a sustainable future in Europe and in Italy
- The Italian Aerospace, Defence and Security Industry: how to create industrial development, new technological capabilities and economic growth for the country
- Global Attractiveness Index
- Cashless Society Community

# What we do: Our Multiclient Services



# What we do: Our Flagship Forum in Cernobbio, Lake Como

Our Forum “INTELLIGENCE ON THE WORLD, ON EUROPE, ON ITALY” is one of the most important gatherings of top executives taking place in Europe once a year in the first weekend of September. In 2022, the **48th Forum** will take place.

During the three-day workshop, an audience limited to a maximum of 250 international participants (CEOs, Heads of State, Ministers, Economists) gathers under the Chatham House Rule principle to share views on key issues and priorities affecting the agenda of business and political leaders in business, economy, finance, science, innovation and politics.



1999 - Gianni Agnelli,  
Yasser Arafat and  
Simon Peres



2008 - Richard Cheney  
Vice President of the USA



2015 - Emmanuel Macron  
President of the French  
Republic



2017/18 - Franz Timmermans  
First Vice-President of the  
EU Commission



2018 – Giuseppe Conte  
Prime Minister, Italy



2019 - Hillary Rodham Clinton  
Former United States  
Senator



2020 – Message by His  
Holiness Pope Francis

# Leadership Team - Partners and Members of the Board

---



**Marco Grazioli**  
Chairman  
(People and Results)



**Valerio De Molli**  
CEO  
(Scenarios)



**Daniela Bianco**  
Partner and Member of  
the Board  
(Healthcare)



**Paolo Borzatta**  
Member of the Board  
(Scenarios and  
International Activities)



**Carlo Cici**  
Partner  
(Sustainability)



**Gianluca Consonni**  
Partner  
(AP Service, Ambrosetti  
Live and Leaders of the  
Future Service)



**Alessandro De Biasio**  
Partner  
(Strategy)



**Umberto Marchi**  
Partner  
(Events and Area  
Manager  
Rome and South)



**Nicoletta Marini**  
Partner  
(Area Manager Emilia  
Romagna)

# Leadership Team - Partners and Members of the Board

---



Corrado Panzeri  
Partner  
(Hub & Technology)



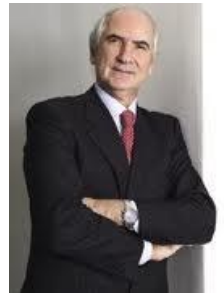
Luca Petoletti  
Partner  
(Family Business and  
Governance)



Flavio Sciuccati  
Partner  
(Industrial Strategy  
and Policy )



Lorenzo Tavazzi  
Partner  
(Scenarios and  
International Activities)



Giorgio Tonelli  
Member of the Board



Daniel John Winteler  
Member of the Board

# Leadership Team - Associate Partners

---



Emiliano Briante

Associate Partner  
(Business & Policy Impact)



Silvia Lovati

Associate Partner  
(Ambrosetti Club)



Madi Piano Mortari

Associate Partner  
(Events & Summit)



Oreste Poli

Associate Partner  
(Area Manager Veneto,  
Trentino Alto-Adige,  
Friuli Venezia-Giulia)



Marco Visani

Associate Partner  
(Corporate Governance  
and Executive  
Compensation)

# Our Clients



WPP Italia



SIEMENS



Ermenegildo Zegna



PHILIP MORRIS INTERNATIONAL

CELINE PARIS





# Enclosures

---

# DOT – Do One Thing

---

Our future also — and above all — depends on our ability to look the world and all its contradictions straight in the eye. And for each of us, to the extent we are able, to combat these. For this reason, **The European House – Ambrosetti, with its privileged perspective on the world around us, could not help but take a personal role in concrete projects that would make a contribution to the daily struggle for the society of tomorrow.**

And it does this through its **non-profit association DOT–Do One Thing**, which in 2013 received official governmental recognition from the Lombardy Region.

In line with our core business and making use of our unique expertise, we support and develop **solidarity initiatives** aimed at **reducing today’s great paradoxes and spreading education** within a social context, as well as **advancing the development of human capital** through the spread of a managerial and corporate culture based on **promoting merit, broad-based entrepreneurship and orientation towards innovation** as the absolutely necessary foundation for both corporate and individual growth.

# The European House – Ambrosetti provides international leaders with high-level discussion and networking platforms

Across the globe, in countries with the greatest latent potential for Italy and Europe, we build **communities of leaders** that share a common vision and knowledge, and are able to **positively influence bilateral economic agendas**.

- Active
- Scheduled
- Exploration

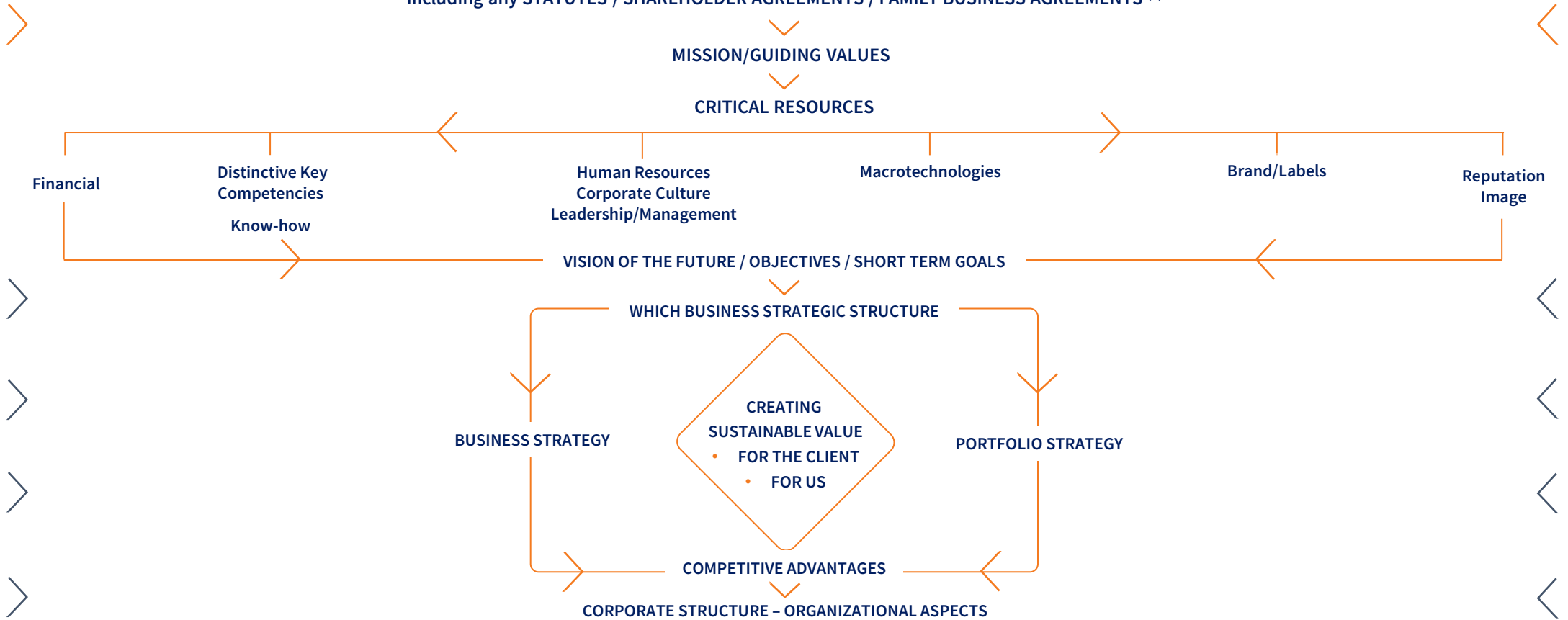


# ORGANIZATION PARADIGMS

Including any STATUTES / SHAREHOLDER AGREEMENTS / FAMILY BUSINESS AGREEMENTS <sup>(1)</sup>

SCENARIO, OPPORTUNITIES, THREATS, SUCCESS FACTORS

SCENARIO, OPPORTUNITIES, THREATS, SUCCESS FACTORS



## Policies

- **Key operational functions** (R&D; Integrated Logistics;<sup>(2)</sup> Sales & Mktg)
- **Critical Resources** (Financial resources, Distinctive key competencies/know-how, Human Resources/Corporate culture/Leadership/ Management, Macrotechnologies, Brand/Labels, Reputation/Image)
- **Horizontal Factors** (Communications, Risk/Security, Fiscal/Budget, Shared Knowledge,<sup>(3)</sup> Continuous innovation in all areas, Flexibility,<sup>(4)</sup> Simplicity,<sup>(5)</sup> Macrotechnologies or horizontal/cross technologies)

## Organizational Structure

## Management and Control

- Economic Value Added (EVA)
- Procedures and tools for defining:
  - Vision of the future
  - Objectives and short-term goals
  - Portfolio strategy
  - Business strategy
  - Strategic projects
  - Action Plan
  - Parameters-objectives
  - Budget
- Strategic control
- Management control/reporting
- Operational control/reporting
- Project management

## Integration and Coordination

- Processes/Roles/ Horizontal relationships
- Committees/Meetings
- Procedures
- Task Force
- Work Groups

## Human Resources Management and Development

- Selection
- Development
- Integration/Prom Act
- Reward System
- Industrial/Union relations
- Personnel information system

## Information and Communications

- Application of computer/multimedia technologies
- External communication system
- Internal communication system
- Lay-out

<sup>(1)</sup> Companies controlled directly by one or more family member and/or more than one family not related to each other.

<sup>(2)</sup> Purchasing, Manufacturing, Physical Distribution.

<sup>(3)</sup> By "Shared Knowledge" is meant the totality of shared information (collective processes), competencies, (individual/sector processes) and systematic organizational training.

<sup>(4)</sup> Aspects of "Flexibility": strategic, economic/ownership, financial, organizational/managerial, mental/cultural/behavioral.

<sup>(5)</sup> Aspects of "Simplicity": strategic, organizational, managerial, mental/cultural/behavioral.

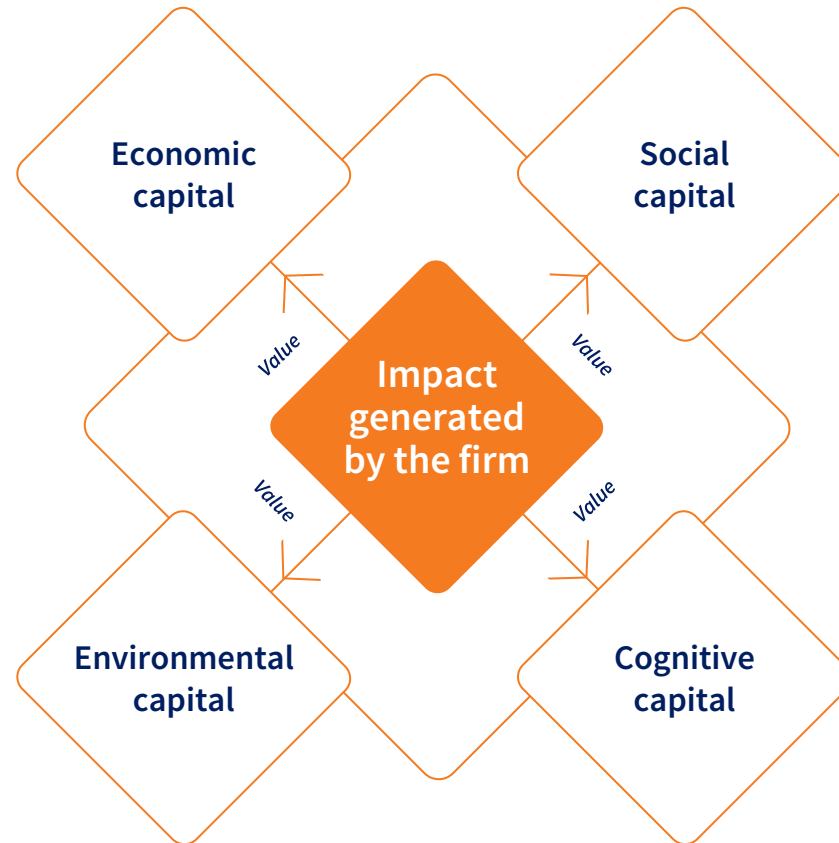
# The 4 Capitals model



Contribution (directly and indirectly) to the generation of economic and financial value for the local territory and the country, contribution to the development of business activity, attracting investment, exports, etc.



Contribution to preserving the integrity of the territory and ecosystem, the ability to reduce water and energy consumption and regenerate natural resources, the improvement of the security system, etc.



Contribution (directly and indirectly) to employment and the well-being of employees and their families, quality of life, social inclusion and integration, participation and sharing of collective values, etc.



Contribution to the education, training and research system, innovation capacity, attraction and maintenance of knowledge and competences, etc.

# High-level Forums and Summits organized by The European House – Ambrosetti (highlights)

OBSERVATORY ON EUROPE FORUM (Brussels) since 2005



# High-level Forums and Summits organized by The European House – Ambrosetti (highlights)

## SOUTHERN AFRICA EUROPE CEO DIALOGUE (Johannesburg) 8 editions



Forum Ambrosetti a Cape Town  
Un hub per l'Africa meridionale e uno verso la Ue

ITALIAN INVESTORS WARNED AGAINST SHORT CUTS  
Understand African economies – Erwin



**Taking SA and Italy to the summit**

The first South Africa-Italy Summit taking place in Cape Town next month is set to further foster and promote trade between South Africa and the home of pizza and Ferrari

Dr Iqbal Sarvi addresses the South Africa-Italy Summit 2014 at the Mount Nelson Hotel in Cape Town.

Italy and SA reinforce trade ties

**Italians push for rise in SA trade and investment**

Delegation unhappy with insufficient ties

**Alla conquista del Sudafrica Italiani che copiano i cinesi**

Dai mobili ai pannelli solari: in controtendenza, fanno investimenti

**Italy eyes sub-Saharan Africa**

Italy is keen to contribute to agricultural development in Sub-Saharan Africa by partnering with South Africa and other countries to establish agro-industrial parks. **Denene Erasmus** reports.

Italy looks to SA for opportunity

Cartoon and Finance News — 07 October 2014



**Sub-Sahara Africa in summit spotlight**

Top Italy, SA managers focus on energy, manufacturing, agribusiness

# High-level Forums and Summits organized by The European House – Ambrosetti (highlights)

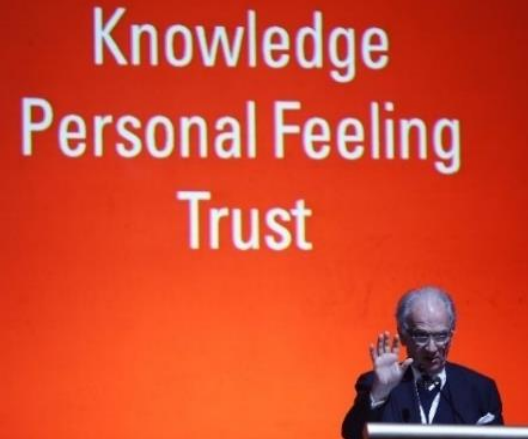
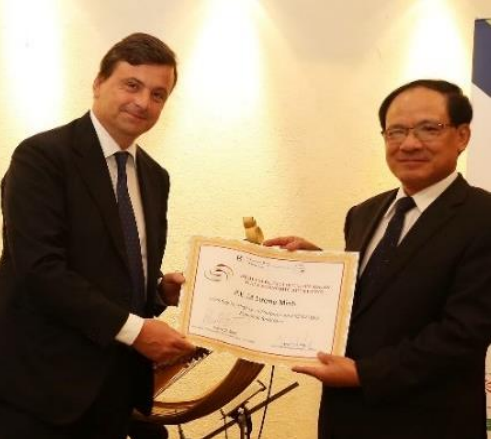
## IRAN – ITALY SUMMIT (Teheran and Rome) 2 editions





# High-level Forums and Summits organized by The European House – Ambrosetti (highlights)

HIGH LEVEL DIALOGUE ON ASEAN – ITALY ECONOMIC RELATIONS (Singapore, Jakarta and Hanoi) 5 editions



# High-level Forums and Summits organized by The European House – Ambrosetti (highlights)

CHINA BELT AND ROAD (Venice, Shenzhen and Trieste) 3 editions



# High-level Forums and Summits organized by The European House – Ambrosetti (highlights)

---

**DIALOGUES FRANCO – ITALIENS POUR L'EUROPE** (Rome and Paris) 4 editions



# High-level Forums and Summits organized by The European House – Ambrosetti (highlights)

THE COUNCIL FOR THE UNITED STATES AND ITALY (New York) 3 editions



## Valerio De Molli

Managing Partner & CEO

[www.ambrosetti.eu](http://www.ambrosetti.eu)

[valerio.de.molli@ambrosetti.eu](mailto:valerio.de.molli@ambrosetti.eu)

Twitter: @ValerioDeMolli

*The European House – Ambrosetti was named — in the category Best Private Think Tanks — **the no. 1 think tank in Italy, the no. 4 think tank in the European Union and among the most respected independents in the world out of 11,175 on a global level in the latest “Global Go To Think Tanks Report” of the University of Pennsylvania.***

*The European House - Ambrosetti was recognized by Top Employers Institute **as one of the 131 Top Employers 2022 in Italy.***

