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DESIGN YOUR
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THE ITALIAN FACTOR

**HOW TO LEVERAGE THE INTANGIBLE VALUE
OF OUR CULTURAL HERITAGE**

Barbara Santoro



Co-author of The Italian Factor, EGEA editore
Shenker Executive Programme Designer,
International Communication Coach
ASFOR Board Member



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- 
- 
1. **Know thyself - discovering the unique and universal value of our cultural heritage**
 - My personal experience
 - That's Italian!
 2. **The intangible assets of our cultural heritage**
 3. **Our Heritage and our Legacy: standing on the shoulders of giants**
 - The Roman Empire
 - The Middle Ages
 - The Renaissance
 - The post-war economic boom
 4. **Italian Pride**
 - The charm of the Made in Italy Ideal
 - Country of Origin: a driver of consumer choice
 - Our International reputation vs our self-image
 5. **ShenkerMatrix**
-



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Know thyself
My personal experience



1965



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Know thyself

My personal experience



**A RICH
CULTURAL
MOSAIC**



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Know thyself

My personal experience



PIZZA

SOLE

E MANDOLINO



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Know thyself
My personal experience



**BUON
APPETITO!**



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My personal experience



**IL MIRACOLO
ITALIANO**



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LA DOLCE VITA



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**OUR CULTURAL
IDENTITY**



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Know thyself

Our cultural identity



LA FAMIGLIA



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**QUI
COMANDO IO!**



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MAMMA MIA



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CAMPANILISMO



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CHI CONOSCI?



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**CHE BRUTTA
FIGURA!**



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CON CALMA



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Our cultural identity



CONVIVIO

“Convivio” is a distinctly Italian kind of hospitality centered around the enjoyment of good food, good wine, family and friends. It’s about taking pleasure in good conversation, enjoying a long, lingering, wonderful meal and being surrounded by people you love and care for. It’s also about hospitality and opening your home to guests and new acquaintances.

(Italian Pride, Federico and Stephen Moramarco)



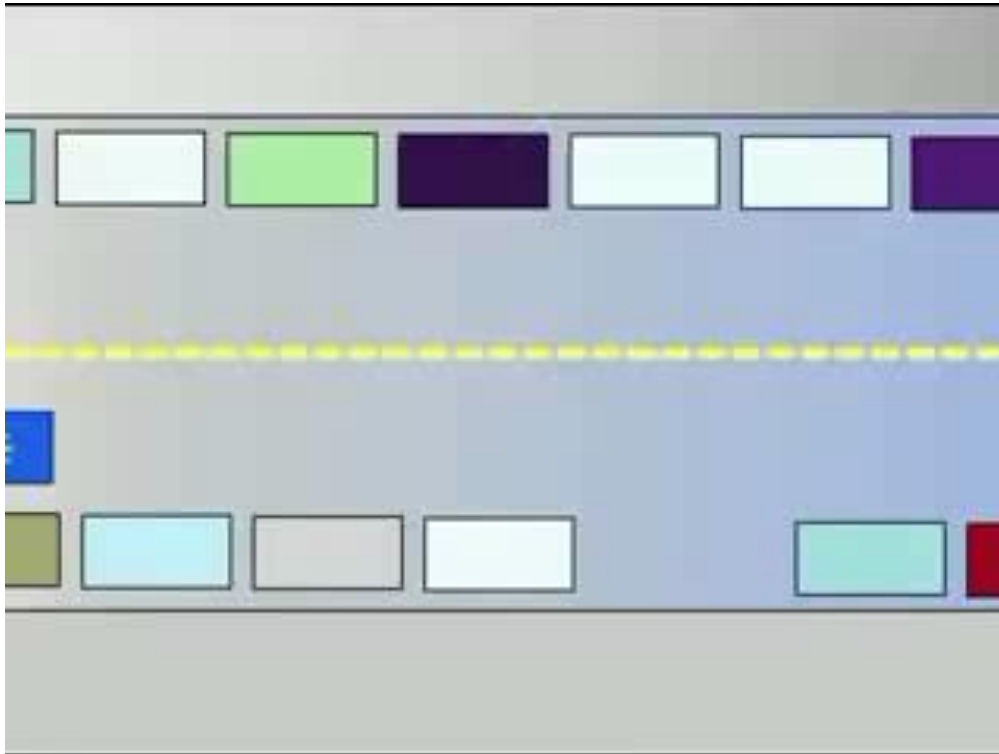
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Know thyself

Our cultural identity



**THAT'S
ITALIAN!**

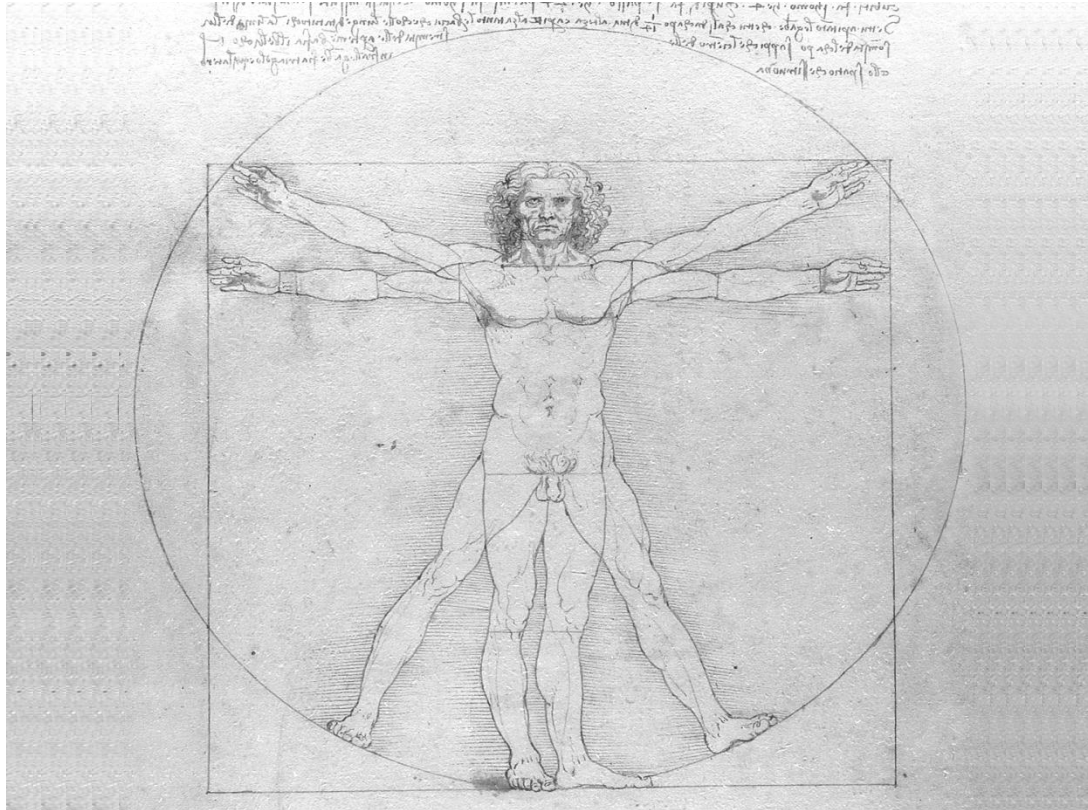


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The intangible assets of our cultural heritage



**TRADIZIONE
CREATIVITA'
TALENTO ARTISTICO
GENIO
COLPO D'OCCHIO
MAESTRIA
GUSTO
PASSIONE
INNOVAZIONE
EMOZIONE
CONVIVIALITA'
BELLEZZA**



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The intangible assets of our cultural heritage



LA BELLEZZA

“I consumatori sono sempre più alla ricerca del bello, dell'estetico, dell'esperienziale indubbio della cultura italiana e l'Italia ha un vantaggio competitivo fortissimo endogeno.... Nella nostra azienda siamo guidati dalla ricerca del bello nelle nostre strategie creative siano esse produttive o riproduttive, è sempre il bello che ci guida.”

(Anrdea Illy)



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The intangible assets of our cultural heritage



LA BELLEZZA

*“FUNCTIONALITY AND BEAUTY
are the essence of Italian civilization.
Italian genius has tended to be
practical, Down-to-earth and
concerned with getting things done,
but it has also emphasized form,
harmony and radiance.”*

*(LA SPREZZATURA: 50 ways Italian genius
shaped the world - Peter de Piro and Mary
Desmond Pinkowish)*



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Our heritage and our legacy



THE ROMAN EMPIRE

I Century BC – V Century AD



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Our heritage and our legacy



- **THE ROMAN REPUBLIC**
 - **MARVELS OF ENGINEERING**
 - **CONCRETE AND CEMENT**
 - **NEWSPAPERS – THE ACTA DIURNA**
 - **WELFARE: THE ALIMENTA PROGRAM**
 - **THE BOUND BOOK**
 - **ROADS AND HIGHWAYS**
 - **THE JULIAN CALENDAR**
 - **THE 12 TABLES**
-
-



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THE MIDDLE AGES

V Century – XV Century



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THE RENAISSANCE

XIV Century – XVI Century



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Our heritage and our legacy



“Modern capitalism... has its roots in Italy during the Middle Ages and the Renaissance. From the Crusades to the Great Discoveries, Italy was the dominant economic power in the western world, and its merchants were the leading businessmen... The hegemony of the Italians rested largely upon superior business organization. As a matter of fact, they laid the foundations for most of the business institutions of today”

*(Raymond de Roover,
The rise and decline of the Medici Bank)*



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Our heritage and our legacy

“When you step into an intersection of fields, disciplines, or cultures, you can combine existing concepts into a large number of extraordinary new ideas... the Medici effect, comes from a remarkable burst of creativity in fifteenth-century Italy.

The Medici were a banking family in Florence who founded creators from a wide range of disciplines. Thanks to this family and a few others like it, sculptors, scientists, poets, philosophers, financiers, painters, and architects converged upon the city of Florence. There they found each other, learned from one another, and broke down barriers between disciplines and cultures. Together they forged a new world based on new ideas -- what became known as the Renaissance.

As a result, the city became the epicenter of creative explosion, one of the most innovative eras in history”

THE MEDICI EFFECT

*Frans Jahansson,
Harvard University Press*



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Benvenuto Cellini
LA SALIERA
1534



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THE POST-WAR ECONOMIC BOOM 1950-1980



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Italian Pride



SALVATORE FERAGAMO



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**LA BOTTEGA
ARTIGIANA**



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ALESSI



**THE
EXTRA-ORDINARY**



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**EAT BETTER,
LIVE BETTER**





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**TALENT
MOTIVATION
EXPERTISE
CO-OPETITION
EMPATHY
SHARING
CREATIVITY
DELIGHT
TIMELINESS
RADIATION**



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Italian Pride



THE CHARM OF THE MADE IN ITALY IDEAL

A playful, sexy and effervescent life is the driving force behind Made in Italy; high quality and “hedonistic” beauty...la Dolce Vita is the international symbol of glamour and sophistication. This sweet life embodying all things Italian: places, products, ideas and images.

(Steele 2003)



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MADE IN ITALY
ECCELLENZE IN
DIGITALE

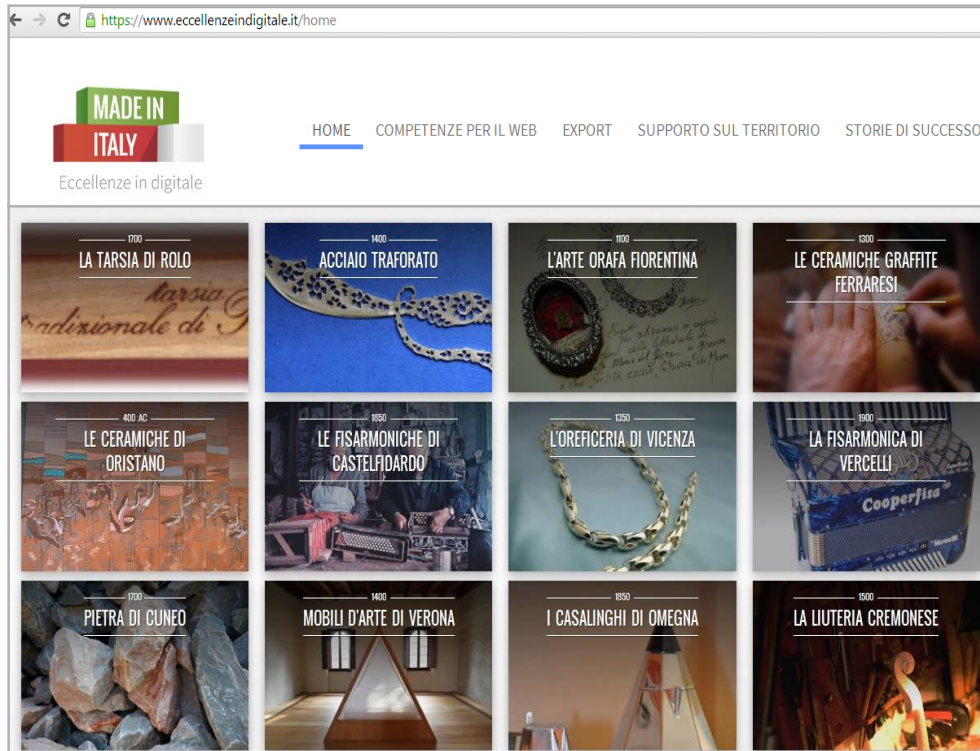


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MADE IN ITALY ECCELLENZE IN DIGITALE



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SAMSUNG MAESTROS ACADEMY
LAUNCHING THE NEXT GENERATION OF ITALIAN ARTISANS

PROBLEM
Young Italians are not fascinated by ancient crafts anymore, focusing their interest on technology and causing an inevitable loss. Samsung as a brand responds to the loss, product-oriented, leveraging on its huge mission: empower people's life through technology.

IDEA
We created Samsung Maestros Academy, the first digital platform where young talents learn the secrets of "legendary" Italian craftsmanship through technology.
Five famed world-class artisans, featured into 40 video tutorials, live interactive lessons and a 12-episodes TV series on Discovery-Italia.

RESULT
With over 6 million TV viewers and 20 million+ impressions in Italy alone, Maestros is generating conversation cues in Universities, making the youngest change their mind about handicrafting and preserving a tradition of excellence.

CROSS-DEVICE DIGITAL PLATFORM

BRANDED CONTENT ON TV

SUCCESS STORIES FEATURED EVEN ON DISCOVERY ITALIA

COVERAGE ON THE BIGGEST ITALIAN MEDIA

OUTSTANDING PROJECT ENDORSERS
EMMEBELLA
MILTON SINIGAGLIA
RINCAVILLA
THERMOSCALE
DO

GREAT MOTIVATING AMBASSADORS

LIVE INTERACTIVE LESSONS WITH THE "LEGENDS" OF MADE IN ITALY

DIGITAL BILLBOARD

UNIVERSITY CLASSES

MEDIA COVERAGE

BLOGS AND SOCIAL NETWORKS

la Repubblica
7
ROBERTO DELLA GIDA
34 ORE

Il Giornale
QQStyle
Discovery
DMAX
real time

GLI ARTIGIANI



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Italian Pride



**GOOGLE +
LUXOTTICA:
A BEAUTIFUL
PARTNERSHIP**

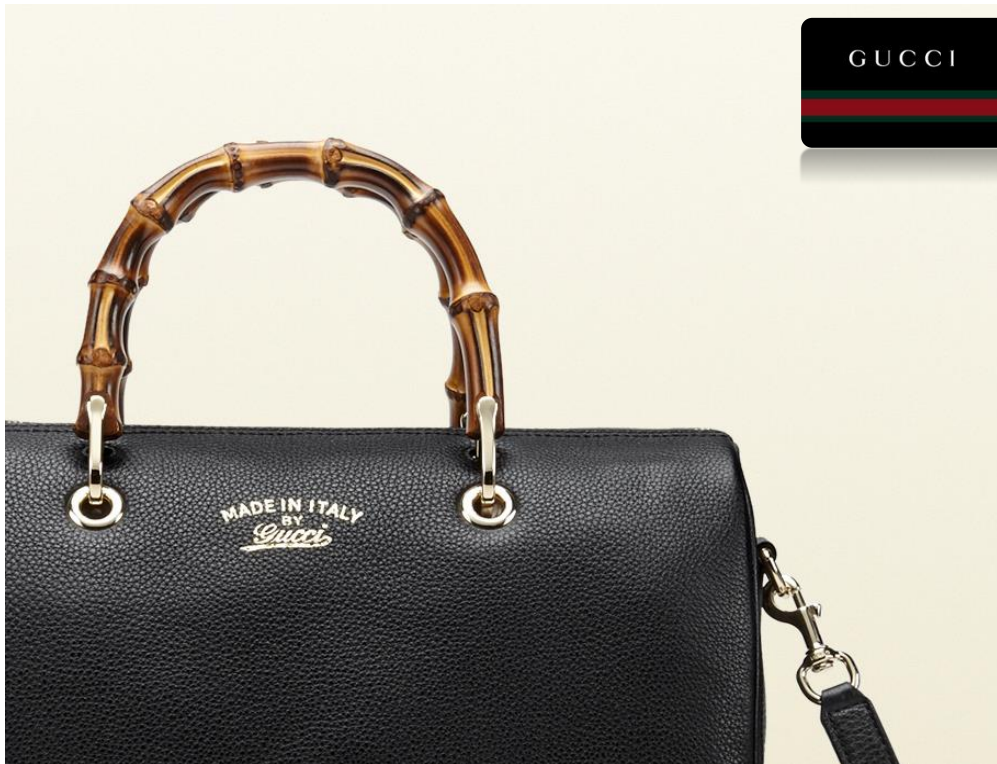


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Italian Pride



MADE IN ITALY BY GUCCI

“A luxury brand is a combination of history and craftsmanship, design and materials. Gucci is part of Italian history. It is Frieda Giannini’s masterful creation of highly modern, culturally relevant collection of products featuring a partially borrowed heritage that will keep Gucci at the forefront of luxury brands for years to come.”

(Francois-Henri Pinault)



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**FROM
FAST FOOD
TO
SLOW FOOD**



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**COUNTRY OF
ORIGIN:
A DRIVER OF
CONSUMER
CHOICE**



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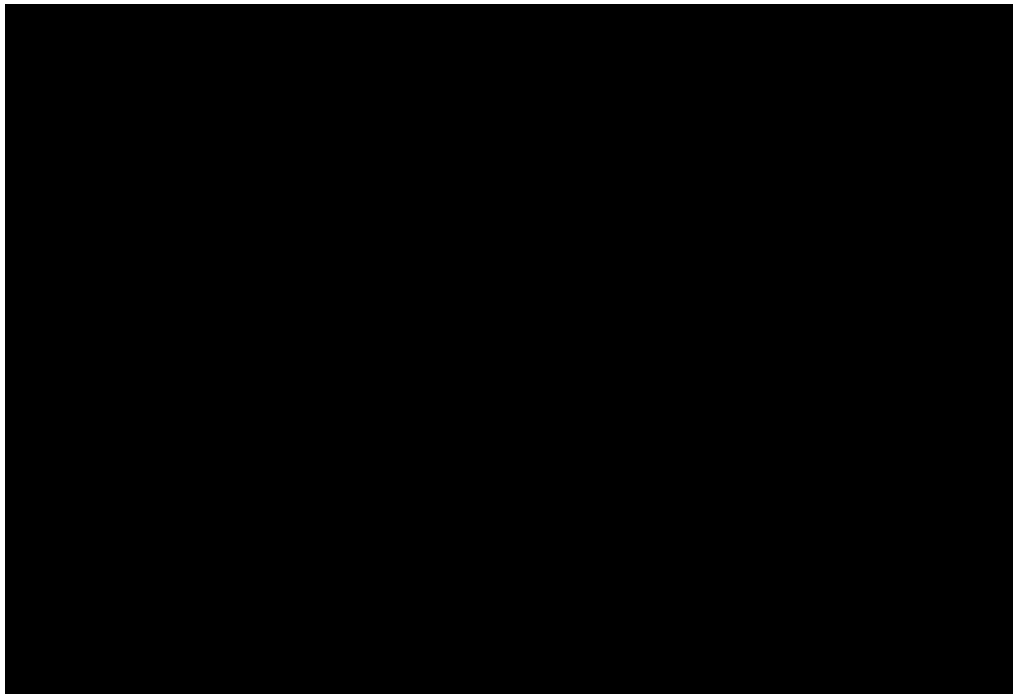
DESIGN YOUR
INTERNATIONAL SELF

Italian Pride

*If everyone is busy making everything
How can anyone perfect anything?
We start to confuse convenience with joy
Abundance with choice
Designing something requires focus
The first thing we ask is
What do we want people to feel?
Delight. Surprise. Love. Connection.
Then we begin to craft around our intention
It takes time
There are a thousand no's for every yes
We simplify. We perfect. We start over
Until everything we touch enhances each life it
touches
Only then do we sign our work
Designed by Apple in California*

**DESIGNED IN
CALIFORNIA
BY APPLE** 

Italian Pride



**DESIGNED IN
CALIFORNIA
BY APPLE** 



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Our international reputation Vs Our self-image

la Repubblica.it | Archivio

Home Pubblico Economia&Finanza Sport Spettacoli Cultura Motori Viaggi Moda Casa Salute

Vodafone Super ADSL. Parli e navighi da 25€/mese per 12 mesi! Scopri >

Sei in: Archivio > la Repubblica.it > 2015 > 02 > 27 > Siamo meglio di come cred...

Siamo meglio di come crediamo il selfie pessimista degli italiani

SU, coraggio, non buttiamoci giù così. Noi italiani siamo meglio di come crediamo di essere. Cioè, crediamo di essere molto peggio di quel che gli altri, nel mondo, pensano di noi. C'è perfino una cifra per questo gap di autostima: meno 15,2 punti su una scala di cento. È la differenza fra il voto medio dell'Italia fuori d'Italia, e quello che ci diamo da soli. Lo ha calcolato il Reputation Institute, società americana di advisor che studia e vende agli investitori privati, da una quindicina d'anni, una sorta di rating dell'onorabilità internazionale dei 55 paesi del mondo col Pil più alto. Una stima che si basa su questionari sottoposti a un campione di 26 mila consumatori residenti nei paesi del G8, ai quali è stato chiesto di dare un voto di gradimento a ogni singolo paese, compreso il proprio, secondo una griglia di parametri molto, e volutamente, vaghi e soggettivi: simpatia e aspetto fisico degli abitanti, ambiente piacevole, buona educazione, consumi attraenti, stile di vita gradevole, dinamismo, onestà, efficienza... Ebbene: siamo, almeno fra i grandi paesi del mondo, decisamente i più sfiduciati. Il selfie pessimista che ci ripropone la ricerca è nitido: l'Italia piace agli italiani appena sopra la soglia di sufficienza: 50,6 su cento, ma agli stranieri piace molto di più: 65,8. Beffarda cosa questa. Giacomo Leopardi ci scopri molto indifferenti al giudizio altrui: «dell'opinione pubblica gl'italiani

TOPIC CORRELATI

- PERSONE
- ENTI E SOCIETÀ
- LUOGHI

A tutti di un pre a parti
Compas di Ser in s

**POCO SE MI
CONSIDERO**

**MOLTO SE MI
CONFRONTO**



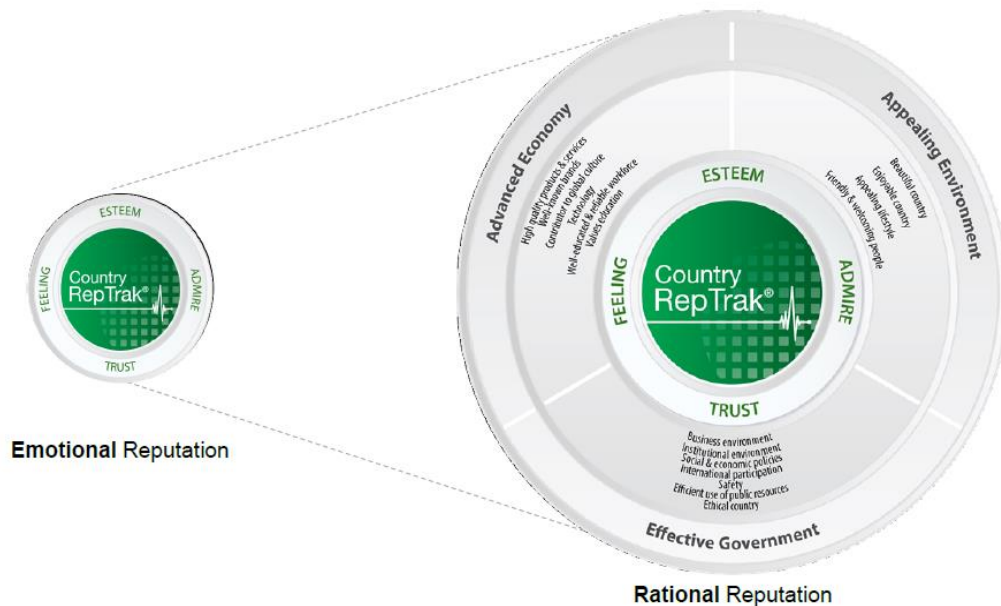
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Our international reputation Vs Our self-image

Perceptions Tracking: the Country RepTrak®Model



FONTE:

Country Reptrak by Reputation Institute



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Our international reputation Vs Our self-image

2014 Country RepTrak® - TOP 20























































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Our international reputation Vs Our self-image

The most Reputable Countries are not necessarily the most Economically Relevant ...

| Population | | GDP | | Exports | | FDI | | Tourism | | |
|------------|------------|---|---------|---|-------------|---|-----------|---|----------|---|
| 1 | China |  | USA |  | China |  | China |  | France |  |
| 2 | India |  | China |  | USA |  | USA |  | USA |  |
| 3 | USA |  | Japan |  | Germany |  | Brazil |  | China |  |
| 4 | Indonesia |  | Germany |  | Japan |  | UK |  | Spain |  |
| 5 | Brazil |  | France |  | Netherlands |  | Australia |  | Italy |  |
| 6 | Pakistan |  | UK |  | France |  | Singapore |  | Turkey |  |
| 7 | Nigeria |  | Brazil |  | South Korea |  | Russia |  | Germany |  |
| 8 | Bangladesh |  | Russia |  | Russia |  | Canada |  | UK |  |
| 9 | Russia |  | Italy |  | Italy |  | Chile |  | Russia |  |
| 10 | Japan |  | India |  | UK |  | Ireland |  | Malaysia |  |

*Based on World Bank, IMF, WTO, UNCTAD & UNWTO data.

FDI: foreign direct investment



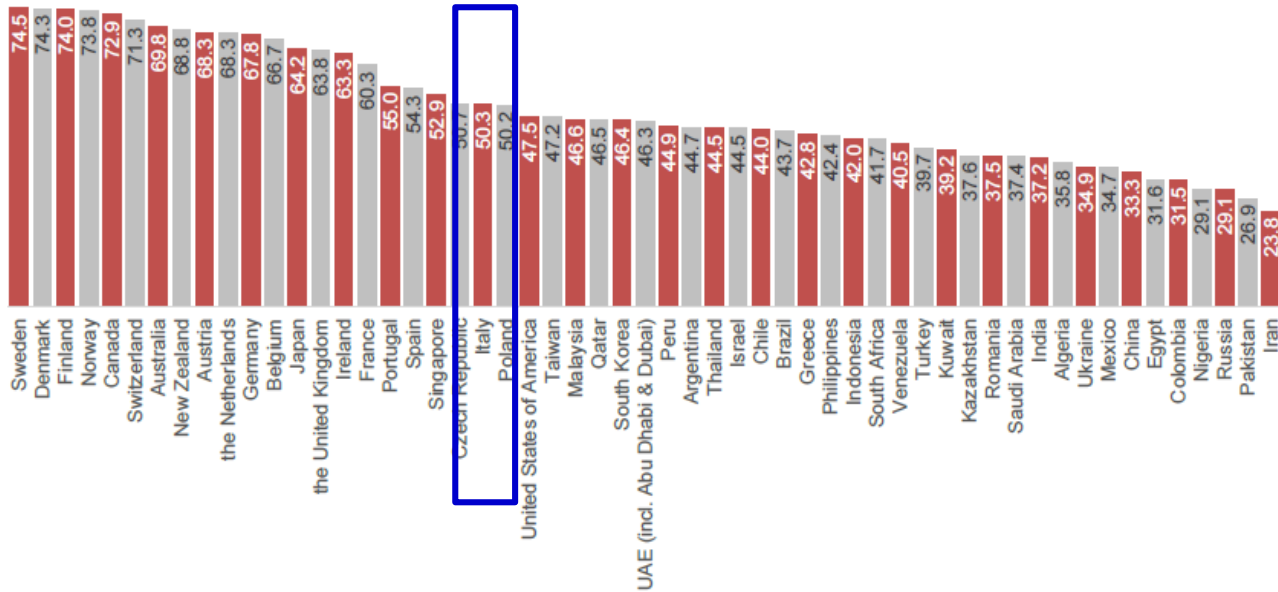
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Our international reputation Vs Our self-image

Ethical country with high transparency and low corruption





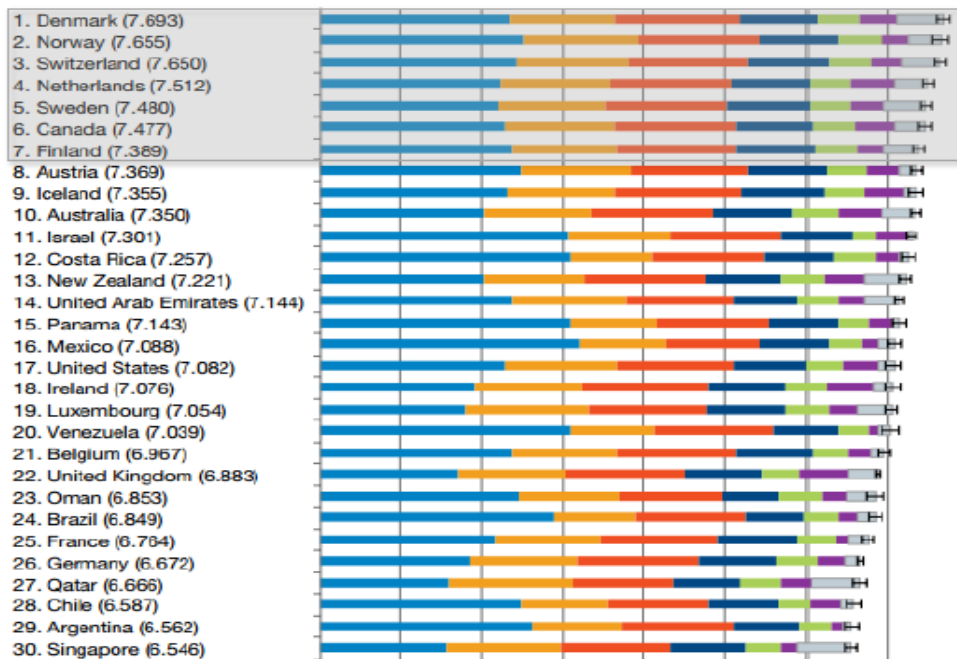
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Our international reputation Vs Our self-image

World Happiness Report 2013 (SDSN- United Nations)





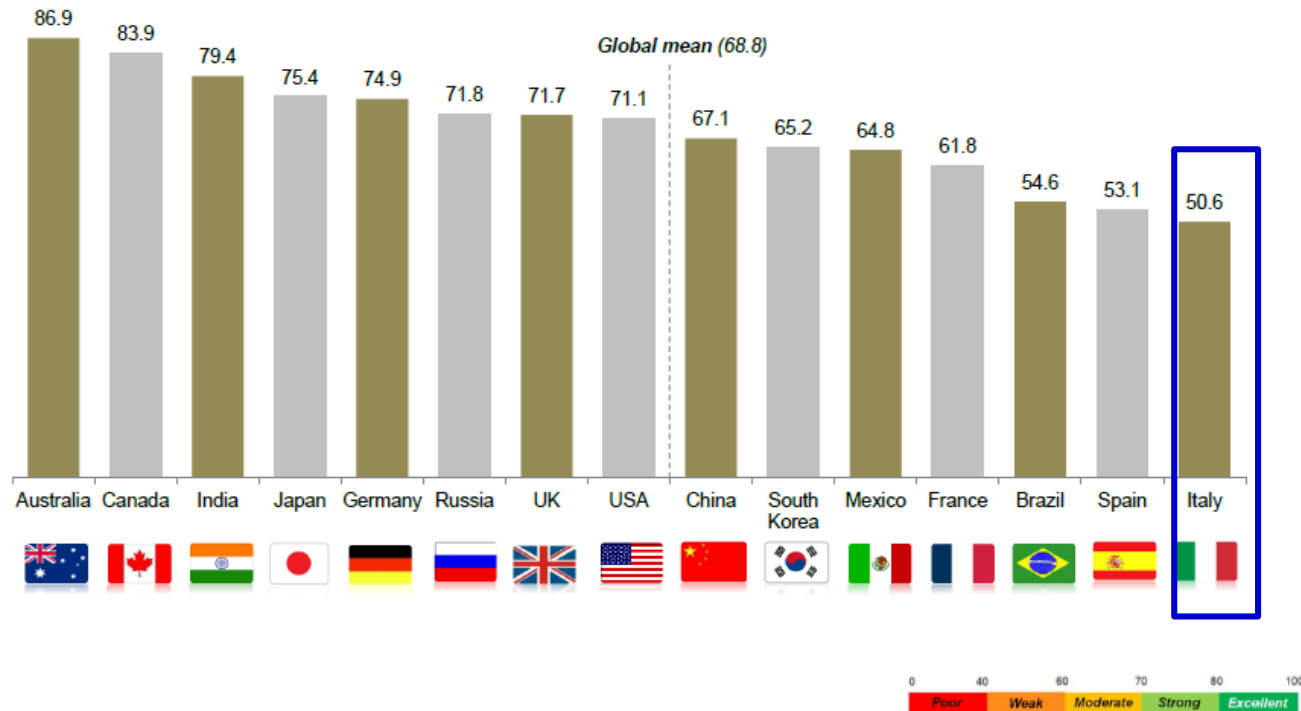
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Our international reputation Vs Our self-image

Internal Reputation -Self Image





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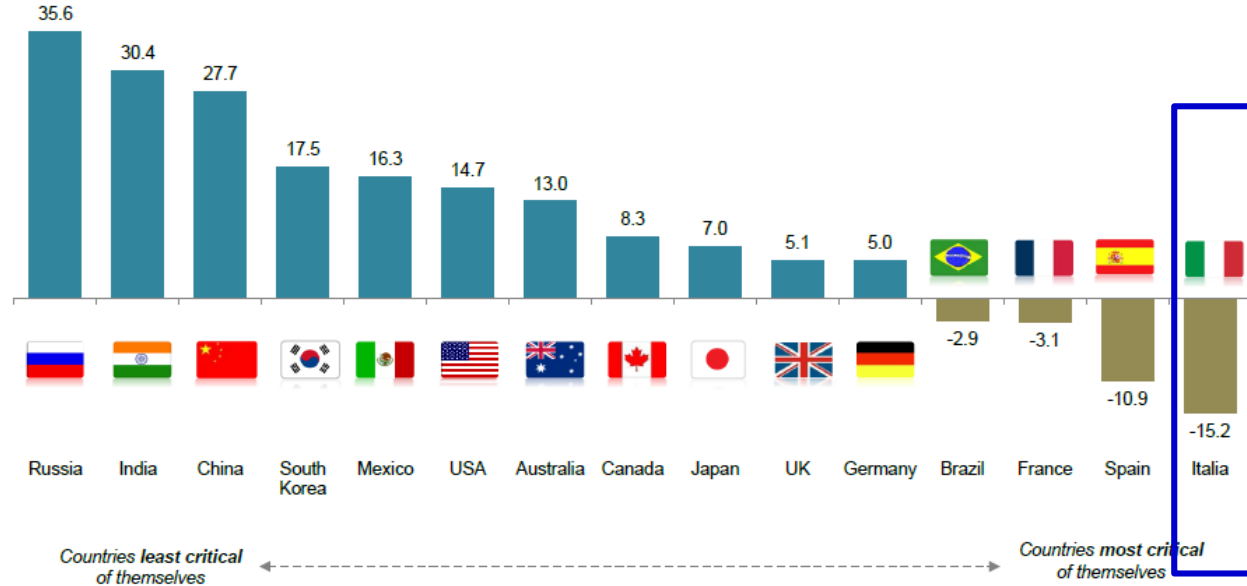
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Our international reputation Vs Our self-image

Gap between Internal and External Reputation

*Countries with a major gap
between internal (self-image) and
external perceptions*





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Our international reputation Vs Our self-image

THE FACTS:

Italy is one of the 5 countries in the world with a foreign trade surplus over 100 billion dollars

Italian companies are among the most competitive in the world

Italy ranks among the developed countries that in the process of globalization have retained the highest market share

The Italian production model is among the most environmentally innovative

In the Eurozone, Italy is the preferred destination for international tourism

What weighs heavily on the GDP is not international competition but the drastic decrease in domestic demand

The growth of other countries is accompanied by an increase in debt

From the early 90s to date Italy's quota of European public debt has decreased constantly

The sum total of Italian debt (state, family, enterprises) is among the lowest in the world

From 1996 to date Italy has produced the highest combined primary surplus ever

Unioncamere Report



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The Italian Factor

“The real surprise would be if land like Italy, with its stunning natural beauty and incomparable legacy in painting, sculpture, and architecture, did not excel in fashion and design. Artists like Armani, Pucci, Valentino and Versace have well understood how our sense of the beautiful helps forge and strengthen our emotional bonds to life and how our daily self-presentation can be a nuanced part of much larger canvas...”

(from the authors of SPREZZATURA)



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The importance of cross-cultural awareness on management



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The importance of cross-cultural awareness on management

| Country | Cultural Features | The Italian Factor |
|-----------------|---|---|
| China | Made in China (quantity) | Made in Italy (quality) / “Con calma” |
| Serbia | Problem -solving / Creativity | Longevity (2 nd in the world after Japan) |
| Canada | Sensitive/ Caring | Serenity / “Con calma” |
| Croatia | Good mediators | Luxury / The Aesthetic |
| India | Hard-working/ Innovative/ Adaptable/Curious/ Ready to move and try new things/ Respect for greater good | The Aesthetic Design Innovative Architecture |
| Tanzania | “Con calma” / Warmth | Efficiency |
| Romania | Determination/Sense of humor/ Hard- working/Innovative | Welcoming Respect for value of culture Quality of life and time |
| Austria | Precision/Accuracy | Flexibility “Dolce vita” |
| Bulgaria | Emotion/Energy | Value of family |



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The Shenker Way?



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shenkermatrix



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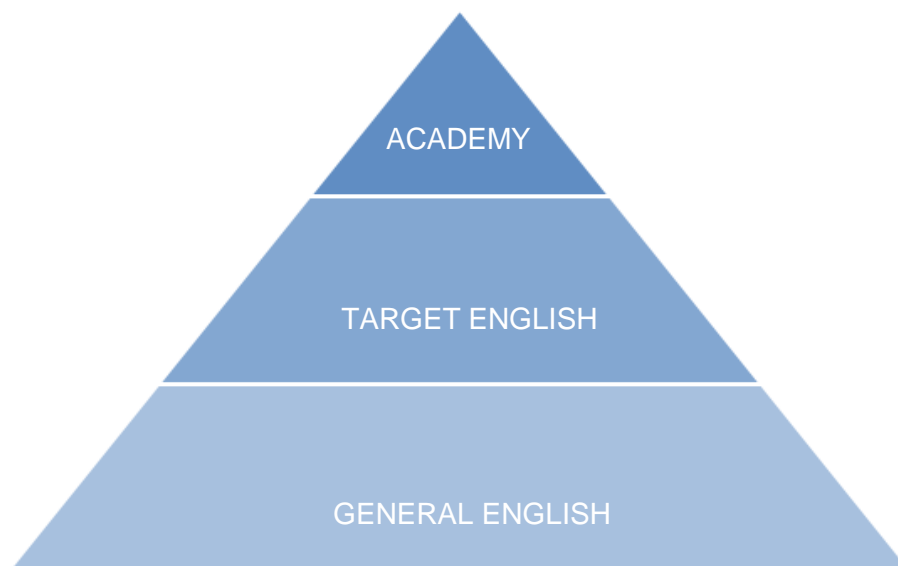
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shenkermatrix

Shenker Matrix è un sistema di mappatura delle competenze linguistiche e di comunicazione manageriale per **l'internazionalizzazione di imprese e persone**

Questo innovativo strumento, permette di misurare non solo la conoscenza generale dell'inglese, ma anche la padronanza dei diversi linguaggi: aziendale, di settore e di specifica funzione.





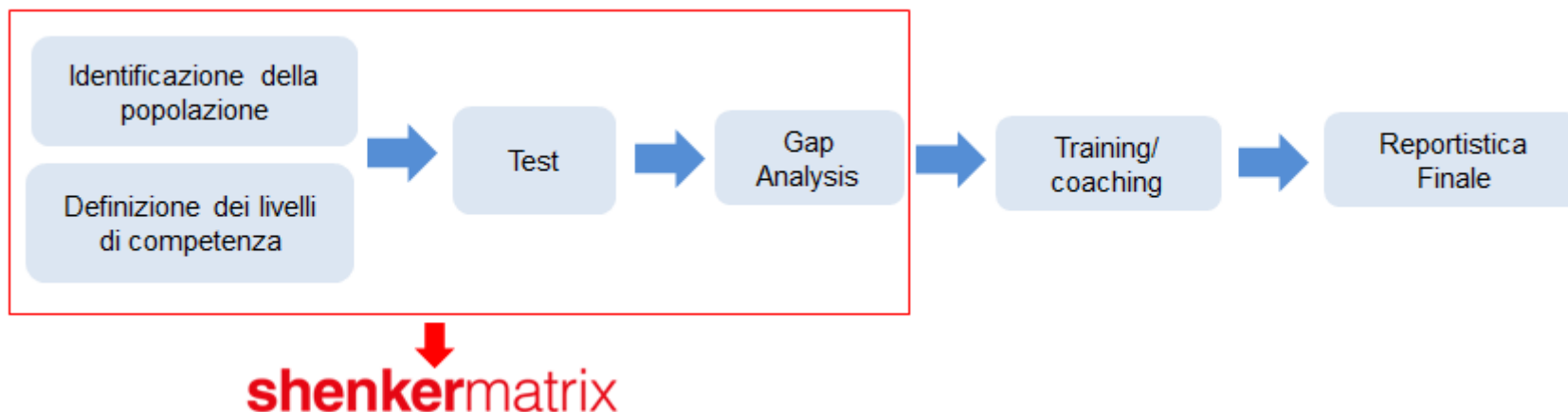
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Il processo di valutazione delle competenze linguistiche parte da una *needs analysis* dettagliata e si conclude con l'elaborazione di un percorso formativo modellato sulle esigenze aziendali.





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Data Acquisition

| Società | Nominativi per Settore | Ruolo | Livello richiesto | General English (0-100) |
|-----------|------------------------|-------|-------------------|-------------------------|
| Società 1 | Dipendente 1 | AD | 50 | 25 |
| Società 2 | Dipendente 2 | Sales | 35 | 10 |

+

Premium Assessment International Communication Framework

| Industry Lang. (0-5) | Company Lang. (0-5) | Function Lang. (0-5) | Presentation & Public Speaking (0-5) | Writing, distance communication (0-5) | Cross-cultural communication & awareness (0-5) |
|----------------------|---------------------|----------------------|--------------------------------------|---------------------------------------|--|
| 3 | 1 | 2 | 2 | 2 | 1 |
| 4 | 5 | 4 | 2 | 3 | 3 |

0-25 basic
26-50 lower intermediate
51-75 upper intermediate
76-100 advanced

1 little or basic vocabulary
2 limited active communication
3 good active communication
4 very good active communication
5 can read, write, listen, present to a very high level

1 needs improvement
2 fairly effective
3 Very effective

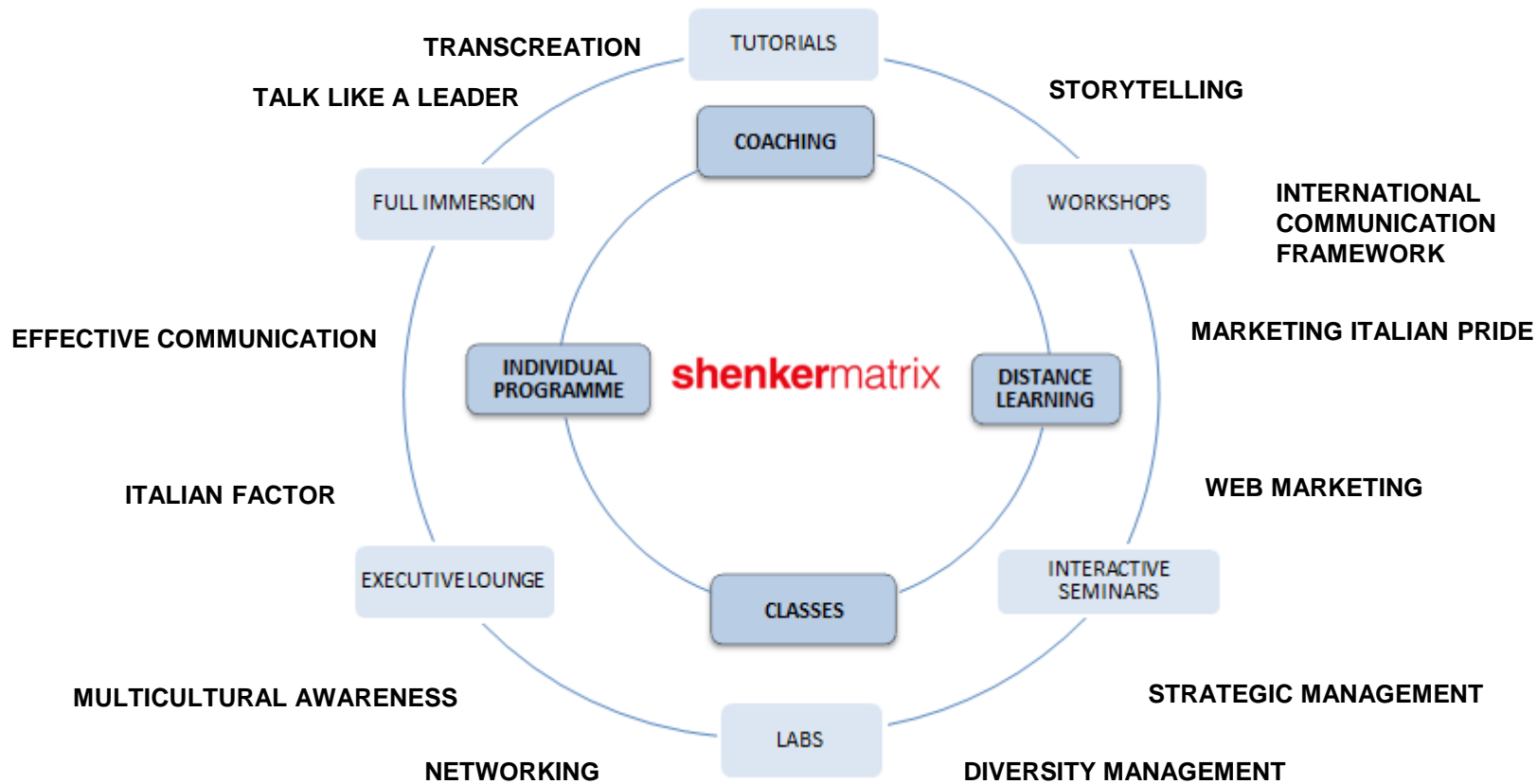


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shenkerAcademy





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**“THINK GLOBAL
Be Italian”**



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Hit parade

Alcuni dei principali top manager italiani all'estero
in ordine alfabetico

881,3

miliardi
di euro

Ricavi totali*



11,9 miliardi
di euro

Andreotti Lamberto
Ceo Bristol-Myers Squibb



103,5 miliardi
di euro

Beccalli-Falco Ferdinand
Presidente e Ceo GE Europe,
Ceo GE Germany



29 miliardi
di euro

Belloni Antonio
Direttore generale Lvmh



9,7 miliardi
di euro

Bizzarri Marco
Ceo of Kering «Luxury -
Couture & Leather Goods»



46,4 ⁽¹⁾ miliardi
di euro

Colao Vittorio
Ceo di Vodafone



43,3 miliardi
di euro

D'Asaro Carlo
Vice Presidente e responsabile
EMEA Google Inc



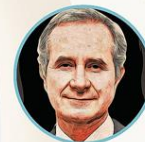
1,6 ⁽¹⁾ miliardi
di euro

De Luca Guerrino
Ceo di Logitech



72,4 miliardi
di euro

Erich clementi
Vice Presidente senior di Global
Technology Services IBM



8 ⁽²⁾ miliardi
di euro

Freda Fabrizio
Ceo The Estée Lauder
Companies Inc



27,9 ⁽¹⁾ miliardi
di euro

Lanci Gianfranco
Executive Vice President e Coo Lenovo



143,7 ⁽³⁾ miliardi
di euro

Maestri Luca
Chief financial officer Apple Inc



54,1 miliardi
di euro

Piacentini Diego
Vice President Amazon.com



4 miliardi
di euro

Soldi Marinella
Ceo Discovery Networks Sud Europa

(1) Esercizio al 31.3.2014; (2) esercizio al 30.6.2014; (3) esercizio al 30.9.2014 *Sono esclusi i manager dell'auto, riportati nell'articolo a pagina 3

Fonte: Kpmg

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