



Harvard Business Review
ITALIA

ANGELINI ACADEMY

A model of innovation
and inspiration



Angelini Academy

Our Academy exists to imagine, design,
and build the growth of the Angelini Industries
world and the communities collaborating with us,
together with the people
who are part of this world

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and inspiration**

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FORWARD

A TRAINING ECOSYSTEM FOR NURTURING CHANGE

Giuseppe Soda¹

Investing in human capital – in training, upskilling and reskilling your people – is one of the major strategies to govern the huge transformations that companies, and society in general, are being called upon to lead.

As early as January 2017, well before the hurricane that was Covid occurred, a prophetic issue of *The Economist* highlighted lifelong learning as a new “imperative,” i.e., a must for enabling people, business and organizations to survive in the age of automation and artificial intelligence. Beginning in 2020, an unexpected series of exogenous shocks (from Covid to new geopolitical tensions) have intensified the transformational thrusts, making the process of retraining the human capital employed in companies and institutions as well as in the public system, even more critical and very urgent. These are not temporary conditions, rather structural changes which are here to stay. The speed and depth of the changes in competencies and skills needed by such transformations require continuous adaptation from the workforce. No one is exempt, either at the operational level or higher up, where there are those who are in control and making the decisions.

Implementing this transition requires dramatic modification of the paradigm that has dominated the governance of training processes for several decades. This paradigm identified three distinct stages in the process of training, developing, updating, and adapting skills throughout the life of a person: 1) schooling and higher education that act as a driving force; 2) professional experience as a privileged field for learning-by-doing; and 3) specific training projects built on *ad hoc* needs that evolve during professional cycles. In other words, once the foundations have been laid by basic education, the skills needed for professional and career growth are left to field experience as well as training activities that are not particularly intense or structured, and are distributed throughout working life following opportunity and specific needs. In this way, initial education, work experience, and *ad hoc* training all diachronically feed into a type of container where knowledge and professional know-how accumulate, providing people with skills, tools, and models that are consistent not only with the work activities they are performing at the time, but also with the growing responsibilities, autonomy, and variety of tasks that career development requires.

This approach was effective in a world where skills were static and relatively stable over time, a world where competencies and knowledge were conceived as a stock of capital whose employment value was a function of the professional lifecycle and, therefore, of seniority and/or role. The present context is quite different. There is profound and ongoing instability when it comes to skills and management models. In fact, structured and continuous training investments

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throughout working life are needed to cope with two major challenges. The first is the instability of skills in a wide range of industries, relative to the amount of new knowledge and technical skills required to do a given job. For example, the average skill instability in many areas – farming, food and beverage, automotive, advanced manufacturing, consumer goods, ICT, energy, and financial services sectors – is estimated around 44% (World Economic Forum, *The Future of Jobs Report*, 2020), with peaks of 55% in the automotive industry. The second challenge is connected to the ongoing evolution of management and leadership models, and the increasingly close connection between training and the evolution of corporate values and cultures.

Adding to the general fact that the lifecycle of skills is becoming shorter, is another trend, the reduction of the average tenure in a given job or profession (job-hopping). Job-hopping, that is, staying in a job for a very short time, no longer has the traditional stigma that made it a negative aspect in the eyes of employers. While skill instability is a continuous change in the skills required for a given job, job-hopping is the process of rapidly shifting between different jobs and positions. The common factor between these two processes is the underlying fluidity of the person-job-organization relationship, in the form of the increasingly liquid technical and managerial skills required to perform job tasks. This requires continuous exposure to upskilling and/or reskilling to ensure that the rapid obsolescence of competences does not result in a systematic mismatch between people and work. This would be detrimental not only for the employability and career development of individuals, but for overall productivity as well. To cope with this transformation, companies and institutions operating in Italy have started to build a range of very diverse experiences. According to a 2022 research project conducted by ASFOR², the majority of enterprises that were surveyed (about 70% of them) governed training activities through structures or

functions reporting to the HR department. The number of companies that have created Central or Functional Academies has increased by 16% between 2017 and 2022, now accounting for 50% of the sample. Assoknowledge's 2023 research report on the state of education in Italian enterprises maps out approximately 150 corporate academies. It notes that these are becoming the new places for "sharing the identity, values and skills of organizations, with the aim to create a new culture of work" (2023, p. 10). Nonetheless, these entities have considerable potential for growth because their intensity of "use" still appears marginal. Only in 10% of cases are academies the main partner for activating training programs aimed at managers and high potentials. This phenomenon is even more evident when it comes to corporate universities, which are present in 14% of the ASFOR sample (a similar figure as compared to 2017), but only in 1% of cases are they key in activating training programs.

The present paper tells one such story, and we can certainly consider it both innovative and successful. Angelini Academy originates in a brainwave – building a genuine corporate hub for culture and managerial knowledge within the perimeter of Angelini Industries, but with the ambitious goal of offering its initiatives to the entire industrial and social ecosystem of the Group. The Academy is mainly active in the development of advanced leadership and managerial skills through its cutting-edge training opportunities in partnership with the main players in the higher education market. It also has an eye to the skills of the future and the challenges that Angelini Industries Group companies are facing. There are three distinctive elements to the Angelini Academy: 1) a transformative conception of management training; 2) a strong emphasis on innovative teaching methods, complemented by an experiential approach to the learning process; and 3) a model of operation and governance that combines a very strong sponsorship of corporate leaders with the building of a network with outstanding institutions and a pool of experts who are external to Angelini Industries though strongly aligned with the Academy's mission.

Thanks to its naturally "transformative" identity, Angelini Academy offers an integrated platform for content and initiatives which can

2 For 2022, the ASFOR CFMT research sample includes 100 companies (51 large, 28 medium-sized to large, 11 medium-sized and 10 small) from a wide variety of industries, with an overall 1,234,906 people employed. 48.5 percent are industrial companies, 51.5 percent are service-sector companies. Fifty-three percent of the sample consists of Italian companies operating in Italy and abroad, while 47 percent are multinationals with headquarters in Italy or abroad.

affect both the hard components of skills and the cultural and behavioral elements. Using this approach, training becomes a regenerative force, a real individual and collective palingenesis (παλιγγενεσία) that becomes an ongoing drive towards renewal. Beyond the positive effects on the degree of “employability” of individuals with respect to the evolution of work and the skills it requires, transformation-oriented training produces multiplicative effects, positive to a very large extent, on organizations as a whole. Such a transformative power starts with individuals and reverberates positively through the organization. The set of mechanisms for individual training experiences to benefit the entire organization is actually key to the Academy. A second innovative element is the focus on method and the “new pedagogy” that has emerged in recent years, which combines the value of experience as a driver of learning with a

smart use of technology. In this regard, a highly successful example, that is fully detailed in the following text, is the use of hackathons. They have produced ideas with a high potential for implementation and, at the same time, increased the appeal of Angelini Industries Group to new generations.

Finally, and consistently with the evolution of large institutions in the field of education, its governance and operating model looks at the entire Angelini Industries ecosystem and is based on a collaborative network involving a wide and diverse system of players (people and institutions) outside the company. Gone is the traditional supplier-customer perspective, replaced by a real ecosystem indeed. So, a plurality of actors operate in an integrated way in a single context and contribute to creating a unique framework that is functional to the objectives of the Angelini Industries Group and its stakeholders.



INTRODUCTION TO READING

This supplement to issue n.10, October 2023, of *Harvard Business Review Italia* is entirely devoted to an in-depth case study about an Italian corporate academy, the Angelini Academy.

Angelini Academy is the corporate academy of Angelini Industries, and focuses on developing the human resources who pertain to the ecosystem of this industrial group in varying degrees, **with regard to leadership skills, and managerial skills that are consistent with the values of the company.** The training opportunities offered by Angelini Academy integrate and complement the individual training and development plans put in place by each operating company in the Angelini Industries Group.

Angelini Academy has been a **member of ASFOR**, the Italian Association for Personnel Training, since 2006. In 2022 it received ASFOR's certification as an accredited center for corporate learning. This accreditation is the only one in Italy that evaluates and certifies excellence in postgraduate and executive programs with a corporate management content.

In the current configuration, which this paper explores, Angelini Academy was set up between 2018 and 2019, at a time when Angelini Industries was undergoing profound changes in governance, both organizational and cultural. From the outset, the academy was required to play a **transformative role in accompanying change**, which meant (and still means) constantly looking to the future of education, focusing on frontier managerial and leadership skills, periodically redefining its palimpsest, and **bringing a culture of innovation to the company, by starting with itself.** In order to do this, it needed to build a **solid network of partners**

(business schools, researchers, lecturers, experts, ...) who would constantly nurture the training offer to keep it cutting edge at all times. It also needed to introduce rigorous work processes to interact with the operating companies, analyze the training market, monitor and report on the efforts made.

Thanks to this approach, today Angelini Academy implements and coordinates about **40 training initiatives every year**, engages more than **1,200 people** from the Angelini Industries ecosystem in its training programs, and maintains a valuable relationship with **20 Italian and international business schools (SDA Bocconi, Luiss Business School, London Business School, MIT, among others).**

The present paper is divided into four chapters. The first focuses on the history of Angelini Academy; the second on its current operating model; the third contains testimonials that highlight the impact generated by the training; finally, the fourth chapter describes some of the evolutionary perspectives that will affect corporate academies in the coming years. The chapters can be read sequentially or individually, based on the reader's interests.

There is an e-mail address (**angeliniacademy@angeliniindustries.com**) where you can send questions, comments and suggestions. Our team will be happy to answer any comments received. Enjoy your reading!



PART 1.

THE ORIGINS OF ANGELINI ACADEMY

The history of Angelini Academy is a history in the making, taking place alongside the growth and development of a constantly evolving industrial group: Angelini Industries Group.

Founded by Francesco Angelini in Ancona in 1919, the Angelini Industries Group operates in 3 business sectors: healthcare, industrial technology and FMCG. A solid and complex industrial reality, it now employs about 5,800 people and has a direct presence in 21 countries around the world, its revenues exceeding 2 billion euros.

Angelini Academy was officially created in May 2018, and adopted its current operating structure in July 2020. Today, at the time of publication of this supplement, it is ready for further evolution, due in the fall of 2023.

The 2000s

The original idea of an Angelini Academy dates back to well before 2018. The Angelini family felt they wanted to invest in training and Human Resources as early as the beginning of 2000, when

they launched the Angelini School of Management. This catered to young graduates, for the benefit of all of the Group's companies and two Joint Ventures.

The Angelini School of Management aimed to develop the managerial skills of young graduates quickly, by integrating what they had learned during their academic studies with the skills model needed to work in a company. In addition, the School of Management stood as a center of competence for the supervision and coordination of management training, side by side with line HR functions (today's HR Business Partners). Programs would be offered focusing mainly on the ability to work in teams, solve problems, make decisions, and have an effective communication style³.

³ Angelini Group's Joint Ventures were independent of the School of Management in managing their training programs. However, they were always guaranteed the opportunity to join in the initiatives implemented by the School of Management.

Figure 1 – Angelini Industries is a multinational industrial group, founded in 1919 and operating in multiple business areas



Figure 2 – Angelini Industries in figures



The participation of people from different industries, and from the Group's two joint ventures⁴, ensured the diverse and multidisciplinary environment that still characterizes and increases the value of corporate training today. In contrast, technical-specialist training, mandatory health and safety training, and compliance with industry-specific training obligations (pharmacovigilance for the pharmaceutical industry, for instance) were handled independently by line functions.

2018

In 2018 the Angelini Industries Group took a significant path towards growth, and moved on to gain an increasingly international dimension. As a result, the need to innovate training emerged: not only to focus on basic managerial skills so as to quickly train competent and efficient human resources, but to develop increasingly distinctive and specific skills and bring out the abilities of talents on behalf of the businesses. The role of training at the Angelini Industries Group has thus changed from “**reactive to proactive.**” In a short space of time, both the contribution made by training to innovation and the competitive advantage generated by introducing advanced, distinctive, transversal, future-oriented, and therefore always up-to-date skills into training programs became recognized and appreciated. The aim was to improve work processes and make ever better use of emerging technologies. With this new approach, Angelini School of Management gave way to Angelini Academy.

⁴ Fameccanica was fully acquired by Angelini Industries in 2022. Up until 1992 it had been a 50/50 joint venture between Angelini Industries and the American multinational P&G. Fater still is a 50/50 joint venture between Angelini Industries and P&G.

The disruption that changed everything and Angelini Academy's beginnings

The first major challenge Angelini Academy set forth to tackle, when still in the process of being established, was contributing to disseminate a new system of values, that had just been developed in the previous months.

Disseminating a new system of values

Underlying Angelini Industries' identity and culture today are four founding values which inspire and guide all of the Group's decisions: **Ethics & Responsibility, Innovation, Performance and Engagement.**

These values are the foundational premise of all activities at the company, including those of Angelini Academy. The process of identifying and defining the new set of values by listening to the managerial population at multiple levels was a key foundational and participatory step for Angelini Industries.

Angelini Industries' Group Chief HR & Organization Officer Marco Morbidelli explains: «*At that particular stage in the life of Angelini Industries, rethinking our core values was a priority, following the change that was taking place. The aim was to create a value infrastructure for all our entities and people to refer to. We did the job together with Angelini Industries' new CEO Sergio Marullo di Condojanni and Angelini Industries Group's Executive Vice-president Thea Paola Angelini. And we did not let it drop top-down. We wanted to define our value system through careful listening of the managerial population, with a rigorous methodology that went from assessments and focus groups to involving the top members of the Parent Company's Board of Directors. This work first led*

Figure 3 – Angelini Industries' values



to rewriting Angelini Industries' values and was then further developed by the Group Communication function to define a new corporate purpose and vision. The work of the Human Resources department has continued, and continues to this day, for bringing the values to life in all Group practices and management systems."

July 2020

The year 2020, when the Covid-19 pandemic killed optimism and everything appeared hazy, saw a major overhaul in the governance of the Group. As a result, the positioning and operating model of Angelini Academy changed.

A Board of directors was established with independent members, each with proven experience in all of the business sectors covered by the operating companies, and the Group's structure changed from a functional model with some centralized functions to a divisional model, where each operating company had full responsibility for all management levers. For the most part, the centralized functions no longer exist. **Angelini Holding, the parent company of Angelini Industries, took up a role of strategic direction, governance and control.**

"When I think of the Academy, my memory goes back to when I joined Angelini Industries. Back

then, we were undergoing deep transformation both at the governance and organizational level. This then cascaded down to strategy and the relationships with the operating companies, which were more empowered as to all of their management levers. A great discontinuity and an evolutionary process that continues up to this day," says Marco Morbidelli.

Once the organizational structure of Angelini Industries had changed and the current Group operating model had been introduced, with governance directions from the parent company and management autonomy of the operating companies, **Angelini Academy also changed and repositioned itself.**

Figure 4 – Past and present changes at Angelini Academy are always functional to the transformation and growth process permeating Angelini Industries

2000	2018	2020
ANGELINI SCHOOL OF MANAGEMENT	ANGELINI ACADEMY	ANGELINI ACADEMY 1ST TRANSFORMATION
Onboarding of recent graduates in the Group	Extending training programs to a more senior managerial population	Contributing to the dissemination of corporate values through a new set of skills
Competence centre for managerial training	Broadening of the training offer to include new and distinctive skills	Leadership skills consistent with Group's values
	Becoming the Group's talent development driver	Advanced and experimental managerial skills
		Partnerships with international business schools
		Support from an independent Academic Board
		Constant exchange with operating companies
		Structured governance mechanisms
		Measuring learning and impact of the training
		Opening up some training initiatives to employees' families/children

The challenge of aligning leaders to corporate culture

The decision to confirm the Academy on the occasion of the strategic redesign of the Group's Human Resources & Organization function, which took place in 2020, has resulted in an acceleration of Angelini Industries' capacity for innovation.

Since July 2020, **Angelini Academy has been rethinking its operating model** with a view to integrating and complementing training in the operating companies. **It shifted its center of gravity towards the future and innovation**, an attitude that continues to guide its choices.

It is doing so through **two strategic decisions** that outline its corporate positioning and distinguish its scope of action from that of the operating companies: **defining the type of skills to be trained and choosing the**

partners to deliver the training courses. On the one hand, the Academy promotes the training of **leadership skills consistent with the Angelini Industries Group's value system**, with a view to creating and strengthening a univocal leadership model shared by all of the operating companies. On the other hand, it has ceased to focus on the skills that people need in their professional role and begun looking forward, introducing the **managerial skills of the future** into the company.

This new positioning of Angelini Academy, along with the decision to be exclusively supported by **international business schools as training providers**, has been agreed upon both by the CEO and HR director of Angelini Industries, and the CEOs and HR directors of the operating companies.

When summing up the training scheme put in place by the Angelini Industries Group, we can distinguish:

LEADERSHIP TRAINING

ANGELINI ACADEMY/ANGELINI INDUSTRIES → sharing of the leadership skills consistent with corporate values with all of the operating companies.

OPERATING COMPANIES → training about the use of such leadership skills according to the leadership style peculiar to every operating company and its CEO.

MANAGERIAL TRAINING

ANGELINI ACADEMY/ANGELINI INDUSTRIES → introducing some advanced managerial skills in the training programs aimed at the development of Group talents; at times, those skills are still experimental, and will be used to manage business, people and technology in the next 3-5 years. The entrepreneurial risk of having Angelini Academy's training programs train skills of the future, which are not yet usable in everyday life, is mitigated by the idea of entrusting them to the Group's talents, who are the drivers of innovation and are capable of influencing and contaminating colleagues, bosses and collaborators.

OPERATING COMPANIES → training of the specific managerial skills specific to every business area, in line with the strategic objectives of each company.

The **value** perceived by people accessing Angelini Academy's training programs is thus **threefold: exposure to cutting-edge expertise, interaction with international business schools, and cross-fertilization with colleagues who come from every Angelini Industries Group company.**

This clear synergic and integrated vision, along with strong sponsorship of the top management, is also well expressed in Angelini Academy's **"Growing Together" purpose**: «Our Academy exists to imagine, design, and build the growth of Angelini Industries and the communities collaborating with us, together with the people who are part of our world.»

Group Chief HR & Organization Officer Marco Morbidelli recalls: «After defining the new values of Angelini Industries, we had to make sure they were known, understood, embodied. So building the Academy was the next step. It was done together with a person – Tiziana Carnicelli – who had just arrived and did not have an HR background, she had a marketing one. This turned out to be a winning choice, because on top of the enthusiasm and passion she put into the challenge, she brought in very useful lateral thinking and strategic vision. We set off on an adventure, and at first it looked like no one believed in it but us. Sergio Marullo di Condojanni and Thea Paola Angelini provided us with the endorsement and confidence we needed.»

INSIGHT: HOW TO BECOME NATIONAL CHAMPIONS

A conversation with Sergio Marullo di Condojanni

With a brilliant academic career behind him, Angelini Industries' CEO – who has been the architect of the redesign of the Group – has got very clear ideas about the Group's future. "My strategic vision is the following: ensure the sustainability and impactful growth of the Group, investing as much in financial and economic capital as in human capital," says Professor Sergio Marullo di Condojanni. "The best way to invest in human capital is to provide people with the tools they need to develop themselves and nurture their talent. To do this, the Academy is an ideal tool, because it is an internal tool that is doing an excellent job and will be able to see our people through the Group's transformation. It is a business transformation but also a cultural and human one."

Is this the strategic vision that underlies your firm support of Angelini Academy?

Any reality, especially a complex one as Angelini Industries is, and having an ambition to grow, is made up of people. Without the right people, success is impossible. So we need tools that allow people to nurture themselves and, if they are talented, to develop within the organization so that they can give their full contribution to the success of the company.

In the next 10 years, Angelini Industries can become a landmark for our country, which needs national champions to push the economy forward. Among the various companies in the Group, there are two – pharma and industrial technology – that have the opportunity to do exceptional things. We have am-

bitious plans for them to grow, but this will not become a reality unless we have parallel plans for people to grow. Hence my strong support of the Academy.

After three years of activity, do you think the time has come for the Academy to take a second step, to involve a larger portion of the corporate population?

I think this is necessary. It was correct to start with talents, because the run-in has to be done on smaller numbers; to see if something works, you have to fine-tune some mechanisms and you can't have big numbers right away, you have to focus. Before taking a second step, it was important to me to see if the setup was right. The answer was yes. At this point, we have to reach the entire corporate population, because a group that has the ambition to become much greater – not so much in terms of size as in terms of its ability to reach out to people and do the things it does well – cannot be content with just nurturing talent, it has to help everyone improve. So, the Academy must be useful to everyone. It is clear that there are risks to that, but we are optimistic. After all, risks are always there, and taking them is part of our job.

This envisages opportunities for cross-cutting careers between Group companies, with an interesting cross-fertilization effect. Is this a goal in the Academy's evolution as well?

This is certainly a very important aspect, especially for some staff functions, which

are there at all companies but with different applications and characteristics since the businesses are rather diverse. The ability to move around gives people an opportunity to see very different realities. There will be increasing passage from one company to another, which we already encourage a lot, especially between larger and smaller companies, which address consumers and patients differently, or which are B2B. This variety definitely helps people get a more complete training journey.

What do you think is the distinguishing element for Angelini Industries Group to be recognized nationally and internationally?

I imagine we will be recognized for being great innovators who take care of their people. In some industrial sectors we are heading towards disruptive innovation processes related to the introduction of artificial intelligence and solutions that will change some businesses even more deeply. This will force people to retrain, change jobs, and challenge themselves. We strongly believe that innovation is something you have to ride, to govern, pioneer and lead, but we are also aware that many people risk being left behind. We want to be recognized as those who take care of those people. The Academy is a great help in this delicate transition, because it can provide them with the tools they need to try to keep up. For example, if a solution comes to a warehouse that introduces a robot for loading goods onto a pallet, the people who used to load manually will have to learn how to use the robot. And they will need some help, considering that at 30 we learn quickly, but at 60 it may take a little longer. We need to innovate without leaving anyone behind.

Investing so much in the potential of people implies a different approach to leadership and less vertical organizational models. What do you think about this?

My opinion is that the best leader is the one who has authority but is not authoritarian. At a certain level, hard skills become a commodity: everybody can do things, more or less well. What makes the difference is the ability to read the context and thus bring out the best in those around you. This not only implies understanding what they can do, but also how they can do it, what they believe in, and what their personal attitudes are. This is the leadership we need: not hierarchical and authoritarian, but more authoritative and inclusive. Being recognized as a leader means that the person who works with you does not just work for you, but precisely works with you. At the same time, this does not mean that hierarchies no longer exist, because then companies would not function. In this delicate, difficult and sophisticated balance, a leader must make responsible decisions, she or he has the authority and the duty to do so.

Do you think Angelini Academy can take on a greater social role in communities, to see the country through the critical times it is facing? Today, everything is based on skills, and perhaps companies could play a more active role in society.

I totally agree. In this general crisis of institutions, in the formal sense of the word, businesses can be a valuable support, for the larger they are the more they are able to get through to large amounts of people. As far as I am concerned, since I have a career in university behind me, I can say I feel really sad when I see the Italian academic system as a

whole lagging behind, in spite of having some truly excellent elements. I think anything that can help convey education in a healthy and meritocratic way, as our Academy does, must be brought to the attention of the public. First of all, it has to serve our people, but as

soon as we have reached the expected level of satisfaction we will open the door to the outside world, in the right way, with the right steps. The more people we can help develop, the better. The more service we can offer the country, the better.

PART 2.

A MODEL OF INNOVATION AND INSPIRATION

2.1. ANGELINI ACADEMY AND THE TRAINING MODELS OF ANGELINI INDUSTRIES' OPERATING COMPANIES

Angelini Academy is the corporate academy of Angelini Industries, and focuses on training the Group's human resources in **leadership skills, and managerial skills that are consistent with the values of the company**. The training opportunities offered by Angelini Academy integrate and complement the individual training and development plans put in place by each operating company for their people.

Angelini Academy has been a **member of ASFOR**, the Italian Association for Personnel Training, since 2006. In 2022, it received ASFOR's certification as an accredited center for corporate learning. This accreditation is the only one in Italy that evaluates and certifies the excellence of postgraduate and executive programs with corporate management content.

Training in the Angelini Industries Group: integration and synergy between operating companies and the Group's corporate academy

Angelini Academy is inspired by the leading international research centers, business schools and universities, which it chooses as partners. This inspiration regards both the delivery of the content in its training offer and its most important choices, in accordance with a well-defined governance model.

In order to ensure a proper selection of distinctive skills, the Academy relies on well-established partnerships with different training providers and business schools.

This partnership system, which is monitored and updated regularly, is consulted by the Academy using a targeted approach to the business school that is recognized as having an area of excellence in a specific topic.

Figure 5 – The transition from Angelini School of Management to Angelini Academy reflected the rethinking of Angelini's vision and purpose

ANGELINI ACADEMY'S VISION

The Academy's goal is to be the cultural benchmark for both the Group and the communities where it operates, allowing access to the knowledge it holds.

ANGELINI ACADEMY'S PURPOSE

Our Academy exists to imagine, design, and build the growth of Angelini Industries and the communities collaborating with us, together with the people who are part of our world.

Figure 6 – Guiding principles defining the approach and methods used by Angelini Academy to build and nurture its training palimpsest and partner network



Our training model is therefore an open one:

- it researches, collects and analyzes input and insights from the international scientific community in the field of management studies;
- it adapts those training guidelines to the needs of the Angelini Industries ecosystem;
- it obtains validation and consensus through a structured exchange process between Angelini Academy and its various counterparts at the helm of Angelini Industries.

The next chapter will detail both the iterative process for identifying and updating skills – crown jewel of Angelini Academy and a distinctive feature compared to the operating models of most Italian corporate academies/universities – and the governance process that leads to yearly validation of the training palimpsest.

Through its training programs Angelini Academy ensures the knowledge and practice of the leadership skills which are consistent with Angelini

Industries Group’s values, and develops cutting-edge managerial skills in its talents (as described in “The challenge of aligning leaders with corporate culture” section on page 14). But it is the operating companies’ task to select the people who will attend these training programs to complement their individual development plan.

Angelini Academy also operates in an integrated manner with Angelini Industries’ talent identification and management processes, which are based on indicators shared by all the companies in the Group.

“We needed to deal with talent management in a new way, working on talents early on, nurturing them in-house and creating a pipeline of valuable people who are capable of ensuring medium- to long-term sustainability to our companies. Again, Angelini Academy comes in here as a place for talent caring, growth and development”– says **Marco Morbidelli, Angelini Industries’ Group Chief HR & Organization Officer.**

INSIGHT: THE CORPORATE ACADEMY SCENARIO IN ITALY

The report published by Assoknowledge (the Italian Education and Knowledge Association of Confindustria Innovative and Technological Services) in May 2023 is titled “The State of Enterprise Education in Italy,” and is particularly important in what has – by no coincidence – been proclaimed the “European Year of Skills.”

The European Next Generation strategic plan, aimed at building the conditions for tackling Europe’s energy and digital transition as quickly as possible, depends first of all on the competitive factor par excellence in the knowledge economy: human capital. Without investing in education, upskilling, reskilling and research, it will be hard to meet this double challenge.

In such a scenario, the role of corporate academies becomes of foremost importance, both for the competitiveness of companies and for the impact they can have on the country as a whole. It is good news, then, that the latest Assoknowledge Report shows an increase in the number of Italian corporate academies. Existing ones are also developing and opening up to the outside world. In qualitative terms, the best experiences not only create a place for lifelong learning of a company’s managerial, technical and cultural skills, but “become the ‘new place’ to share organizational identities, values and competences useful for creating a new culture of work.”⁵ If truly connected with the evolution of the business and organizational models required by the digital revolution, academies should focus on the development of people’s business capabilities, that is, on the combination of skills, knowledge and experience that can empower workers to perform at their best.

This is no longer just a matter of technical and functional skills, but rather an integration of humanistic (cognitive and relational) skills with digital and business-application skills through structured methods of problem solving and agile management.

The real challenge, however, is working on people’s mindset, encouraging them to adopt a lifelong-learning oriented approach. In this way, the “corporate academy becomes a competitive and strategic asset for the company, to attract talent, spread the corporate brand and create opportunities for networking, innovation and business.”⁶

The next step is opening up to society and especially schools, young and unemployed people. When this happens, corporate academies “take up a truly unique and relevant social role, and express the best of the company they represent in terms of impact on its stakeholders.”⁷ In this perspective, the Report foresees they will increasingly become a key player for the growth of communities, alongside institutions and supporting education and labor policies in an evolved system of social participation.

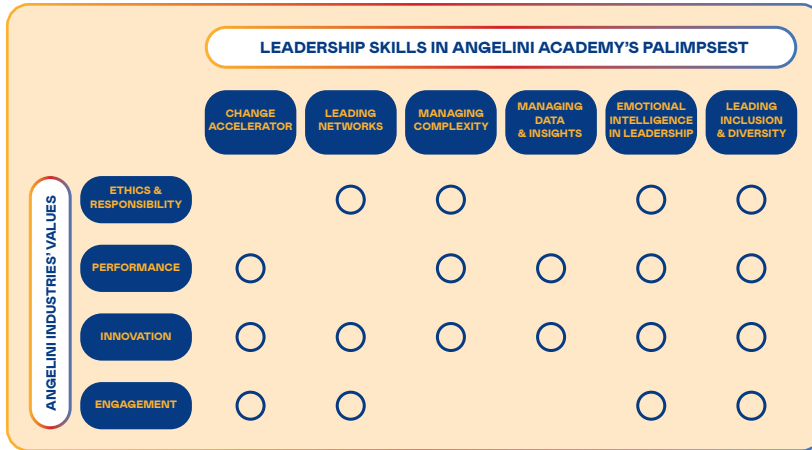
As a consequence, there are four directions in which corporate academies should invest, according to the Report: shifting from knowledge production to skill availability; further integrating soft and relational skills into their programs; enhancing forms of collaboration between actors from different backgrounds; and identifying methods for assessing the value brought about by training. On top of that, they also need to increasingly measure the effects of their activities on human capital, so as to trigger processes of continuous improvement.

⁵ Assoknowledge 2023 Report, *Lo stato dell’Education delle imprese in Italia*, p. 10

⁶ *Ibid.*, p. 12

⁷ *Ibid.*, p. 13

Figure 7 – Angelini Academy’s skill system has been defined based on a model highlighting the elements of each skill that are consistent with the values of Angelini Industries



Angelini Academy's contribution to developing human capital and its desire to work in team

In the following pages, we will describe how Angelini Academy has developed the four investment directions identified by the Assoknowledge report on Italian corporate academies in 2023 – **shifting from knowledge production to skill availability; further integrating soft and relational skills into programs; enhancing forms of collaboration between actors from different backgrounds; identifying methods for assessing the value brought about by training.** We will also do so through the testimonials of those who have participated in its courses.

The great intellectual, design and implementation effort, as well as the considerable resources that the Angelini Industries Group devotes to human capital development are unquestionable. It is equally evident – and it will be even more so when reading the second chapter – that the group wants to team up with all of its operating companies to look after its people, guaranteeing development paths that integrate more specialized skills with humanistic and relational skills, and being totally open to discussion and cross-fertilization.

“Angelini Academy collaborates with other Italian corporate academies, sits on institutional committees to share its experience, and makes its expertise and operating model available to all those who wish to help reduce educational poverty, inside and outside companies. It is a long way to go, and you cannot make it on your own» – says Tiziana Carnicelli, Group Head of Education, HR Communication & Engagement.

2.2. A SKILL SYSTEM IN LINE WITH CORPORATE VALUES

Defining the skills that underlie Angelini Academy's training offer

One of the tasks Angelini Academy is most committed to is ensuring full **consistency between the skills that make up its palimpsest and Angelini Industries' system of values.**

Here we describe the method adopted in July 2020 to identify the six leadership skills in the first training palimpsest. At the time of publication of this paper, the palimpsest has already been updated twice, based on the same methodological framework. The composition of the first Angelini Academy training palimpsest, as well as the updated and revised versions that followed thus result from a rigorous and codified process.

The most important and topical **leadership skills** were identified in the first place, based on careful analysis of the **scientific literature** in the field of management studies, the most prestigious **international observatories**, and the programs of leading **business schools**.

The evidence that emerged from this preliminary analysis was then evaluated in the light of the organizational culture we wanted to strengthen at Angelini Industries, thus resulting in a shortlist of **skills that are in keeping with the Group's values and behaviors**.

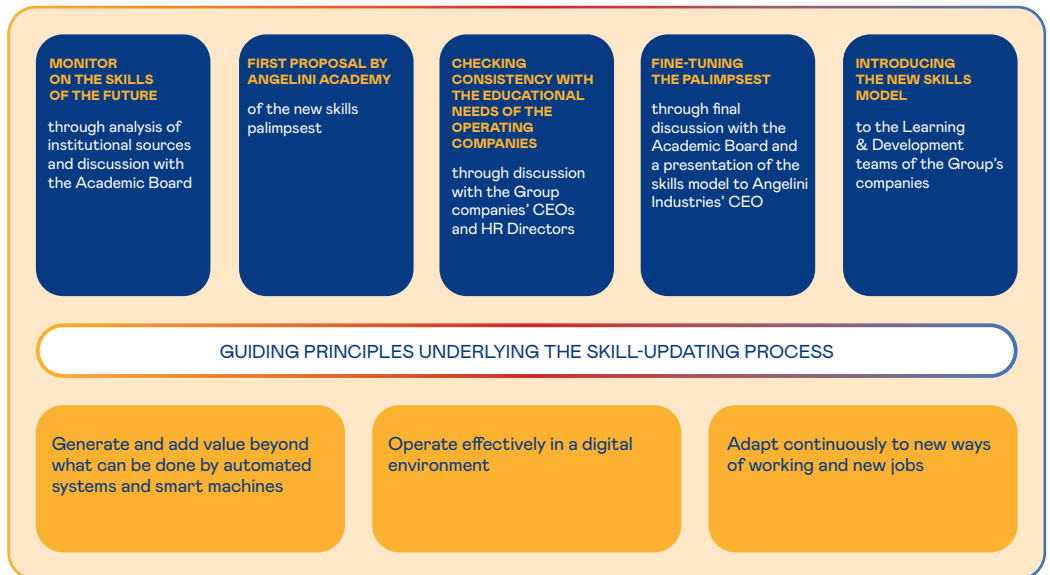
Finally, the advice and recommendations of the **Academic Board**⁸ (made up of professors from

four prestigious international business schools), as well as the final validation by the CEO of Angelini Industries and the CEOs of the operating companies and their HR directors, marked the creation of the first Angelini Academy **skills palimpsest**.

The continuous evolution of its skills system is an asset for Angelini Academy. Indeed, in order to ensure proper support for industrial growth, its training offer must **evolve at the speed dictated by the business**.

The process of updating the skills can be summed up as follows:

Figure 8 – The skills in the Angelini Academy training model undergo a structured updating process to ensure they are always in line with the training needs of the companies in the Group



⁸ For more detail about the governance at Angelini Academy and the role of the Academic Board, see p. 29

The study of leading European observatories, discussion with experts, and a regular exchange with the operating companies are the 3 ingredients that the Academy puts into its on-going innovation activity.

Marco Morbidelli, Angelini Industries' Group Chief HR & Organization Officer, explains, *"The Academy's work requires to be thoroughly constant in carrying on the strategic priorities we had already identified at the time of the transformational phase beginning in 2020, and that remain key to us: cultural change in people's values and behavior, talent development, and innovation. The process of reaching out to all of our 5,800 people, which is long in itself, has been facilitated by the fact that the Academy is a place where managers from different companies meet, and this is an advantage because it allows cross-fertilization and convergence"*.

Angelini Academy's commitment to constant innovation to support the business along with its ability to reshape its training palimpsest are elements that distinguish it from the corporate academies of other large Italian companies.

Generally speaking, private-sector academies find it hard to keep up with the rapid evolution of updating needs in the workplace, precisely because skills change so quickly.

Moreover, Angelini Academy continues to have its own Academic Board, which guarantees constant scientific support and early access to the results of studies and research in the area of organizational competencies. This is in contrast with most corporate academies, as revealed by the Asoknowledge 2023 report, where 80.5 percent of corporate academies are shown to be lacking a scientific committee.

In short, thanks to its independent support bodies and the involvement of the operating companies' top managers, Angelini Industries' Academy keeps up to date with the needs and issues of greatest interest to the people working in a modern and constantly evolving enterprise. In this way, it fosters innovation within the companies themselves.

However, the external perspective and top management validation are not the only prerequisites to changing the Academy's training palimpsest. **Monitoring the performance of the training activities** is just as important. Training activities

are customized for each participant, and they are monitored through **learning tests** and **feedback collected both in Italy and abroad.**

Massimo Marin, who is today the Group Chief Strategy & Corporate Development Officer at Angelini Industries, joined the company in 2021, and has attended Angelini Academy's *Executive* programs:

"I still can recall being fascinated by the ecosystem of the Academy, even before I joined Angelini Industries. I was surprised by the top level of innovation and consistency with the Group's human capital development values. Absolutely unique and a highly evolved model compared to many others I had come across in my professional life. Normally, when one enters a company, some expectations do deflate, but in the case of the Academy I continue to be amazed day after day by its ability to build tailor-made journeys around people by adapting to their specific needs".

The current palimpsest

Angelini Academy's programs consist of different training paths, which are updated continuously. Objectives, target participants, content and training delivery methods are codified in a summary document, available on the corporate intranet.

The training sessions that make up the various courses are adapted to the different corporate populations and are fueled by the skills mentioned in the previous paragraphs.

1. Leadership skills

Angelini Academy has so far identified seven leadership skills: *Accelerating Change, Managing Complexity, Leading Networks, Mastering Data & Insights, Driving Creativity & Innovation, Using Emotional Intelligence in Leadership, Leading Inclusion & Diversity.*

The training content concerning the leadership skills chosen by Angelini Academy has been delivered in different ways:

Leadership Talks: live webinars lasting about 90 minutes, and aiming to inspire and share good practices. They are given by university professors, managers from Angelini Industries, and managers from other companies, in English or

Italian. Effectiveness and degree of enjoyment of the “Leadership Talks” are measured based on the number of participants, on satisfaction feedbacks, and learning tests.

Asynchronous e-learning sessions: they have a shorter duration than the “Leadership Talks,” between 30 and 50 minutes, and are available with local language subtitles. The delivery of training content lasts four months and is done through Angelini Academy’s digital channels. In order for participation in an “asynchronous e-learning” to be recorded in their training record, participants need to pass a test.

Executive Open Programs: they are aimed at Angelini Industries’ senior talents, and are highly customized. They are activated following a careful analysis of the participant’s training needs and available training opportunities, as well as a joint evaluation by the Angelini Academy team, the candidates themselves, and the HR managers of the companies of origin. Their average duration is one week, and they are delivered by Angelini Academy’s international business school partners, in onsite or online mode. They are highly appreciated and have the highest rates of engagement, learning and retention recorded by Angelini Academy to this date.

Leadership skills are also covered in the “Mastery Programs” and general management programs, which target a larger number of people than the “Executive Open Programs.” These group training programs will be discussed in more detail in the next section because their learning models are especially suitable for training managerial skills.

2. Advanced managerial skills

The second type of skills that power Angelini Academy’s training courses are called “advanced managerial skills.” These are **pioneering skills that anticipate new ways of working.**

They are only part of the professional development programs of Angelini Industries’ talents, and prepare them for a change of role. These skills represent the highest entrepreneurial risk for Angelini Academy, but are also a source of innovation for the operating companies. Entrusting the development of innovative manage-

rial skills to the Group’s talents mitigates the risk for these skills not to be introduced and adopted at all, and holds the talents accountable for the stakeholders’ investment in their growth.

The advanced managerial skills identified by Angelini Academy fall into three categories: advanced managerial skills for managing business, for managing technology, and for managing people.

The present Angelini Academy’s palimpsest features the following advanced managerial skills:

- **Managing Business:** *Value-Based Management, Lean Thinking & Agile Approach, Design Thinking.*
- **Managing Technology:** *Data Science, Prototype AI, Digital Supply Chain.*
- **Managing People:** *Human Capital Management, Stakeholder Governance, Engaging & Mobilizing People.*

The main delivery modes for Angelini Academy’s management skills training content are:

Topic-based Bootcamps and Masterclasses: these are in-person and highly experiential training initiatives lasting 1.5 to 2 days. All of the Angelini Industries’ people can participate, if selected by their HR managers, with no age or role limits.

Mastery Programs: they are designed together with business schools for classes of up to 30 participants. They take place in person at the headquarters of Angelini Academy’s business school partners. Both the “Mastery Program” for young graduates and the “Mastery Program” for people managers are active in 2023-2024. They are both 8-day training courses over a 4-month period.

Future Leader Program: general management or general development program aimed at 20 young high-potentials who will take on a managerial position at Angelini Industries within 12 months.

Mentoring Program: aimed at young managers of the Angelini Industries Group, who are accompanied in their growth and helped in interpreting their role by top managers from operating companies other than their own.

2.3. A TOP PARTNERSHIP NETWORK FOR TRAINING AND INNOVATION

One of the distinctive features of Angelini Academy, which allows it to deliver quality training programs that perfectly integrate Angelini Industries' human capital development plans, is the dense network of partnerships it has established with most international business schools in Italy, Europe and the US.

This network of relationships has proved invaluable for both Angelini Academy and the Group's operating companies, for it has also enabled innovation and industrial research projects and collaborations, which are still ongoing.

Selecting training partners

The choice of a training partner can be critical to the success or failure of a training initiative. This is well known by the Angelini Academy team, which invests time and energy in collecting and studying all the information needed to activate a partnership with an educational institution.

The selection of a partner involves the following preliminary analyses: evaluation of its public ranking; analysis of public feedback from participants in its training programs; evaluation of the quantity and quality of publications of the research center in question; profile analysis of its faculty members, the Dean, the Rector or the CEO (if a private institution); review of the managers who have been trained at that center; and investigation of the awards it may have achieved in the field of training or academic research.

In addition to that, Angelini Academy relies on its Academic Board that, besides scientifically validating training programs and supporting in identifying which skills need to be trained, proves particularly valuable when selecting the providers who are to deliver the training. Thanks to the feedback of its scientific advisors, the Academy is able to identify the areas of excellence of each business school, thus directing the training in the most effective way. Last but not least, each training partner is subject to feedback from the participants in Angelini Academy's training programs and is evaluated through satisfaction indicators and skill learning indicators.

In this regard, here is a testimonial from **Massimo Marin, Angelini Industries' Group Chief Strategy and Corporate Development Officer**, and a participant in Angelini Academy's executive programs:

"In my educational journey I had not had the opportunity to study abroad, which has now proved to be extremely enriching. Beyond the educational content, which was comprehensive and exhaustive but focused on subjects I already knew fairly well, I was impressed by the teaching method and the networking. Like many other international business schools, INSEAD adopts an extremely empirical and pragmatic logic compared to the approach at most Italian universities, and theory is complemented by case studies and group work with colleagues".

At present, Angelini Academy cooperates on a permanent basis with several Italian and international business schools, such as **SDA Bocconi, Luiss Business School, London Business School, IMD**, etc., to whom it entrusts the design and delivery of leadership development and general management programs, including the "Mastery Programs" for young graduates and people managers. For the creation and delivery of its webinars, Angelini Academy collaborates with **Bridge Web Academy, Challenge Network and Harvard Business Review Italia**, which have been selected with the same rigorous method that guarantees the quality of partnerships.

2.4. ANGELINI ACADEMY'S OPERATING MODEL

All training activities set up by Angelini Academy are "tailor-made," based on the target audience, their training goals and needs, and the professional family they belong to.

The process of customizing training programs, starting with the decision of which course to match with which person, is **discussed with the operating companies and directly involves participants.**

This is a significant effort, considering that about **300 participants are individually cared for every year.** And the number is going to double in the next three years.

Figure 9 – Angelini Academy regularly updates its network of partners, in line with skills palimpsest evolution and learners' appreciation

CHOOSING A TRAINING PARTNER



ANGELINI ACADEMY'S PARTNERSHIPS WITH RESEARCH CENTERS AND BUSINESS SCHOOLS: BEYOND TRAINING

Angelini Academy's team invests at least 30 percent of their time in identifying, activating and maintaining partnerships with training partners, mainly universities and international business schools.

Such prestigious educational institutions are entrusted with the training of talent and, as we shall see below, of ever larger populations of Angelini Industries' employees: it is therefore a great responsibility for Angelini Academy to choose the right school for its people. However, the value of a partnership is not confined to that.

Further collaborations with partner universities and research centers have been activated in this three-year period thanks to the fact that the team who manages the Academy is truly curious and open to discussion, and has undoubted relational skills.

By way of example, mention should be made of a two-year collaboration agreement signed in February 2022 between Angelini Industries and the Massachusetts Institute of Technology (MIT, Boston). This agreement gives Angelini Industries Group companies privileged access to the researchers, faculty members and startups in the ecosystem of the world's top school for technological innovation.

At a domestic level, Angelini Academy was able to enlist several polytechnics in its "Hack4Change" initiative, a digital hackathon with over 350 students participating. The initiative was developed in collaboration with Angelini Technologies, the division of Angelini Industries operating in the industrial technology sector, and had a positive impact both in terms of talent attraction and employer branding.

Here are the main steps in Angelini Academy's operating model.

Step 1: selecting participants and skills to train

The Angelini Academy team sets up meetings with the Learning & Development teams at each operating company in the Group. On these occasions, the panels of participants whose existing training plans each company intends to strengthen through access to Academy programs are defined. For each participant, the set of skills to be developed is then identified.

The skills are selected from those available in the Academy's current palimpsest (see page 26 for more details).

Step 2: identifying a "tailor-made" training offer

Angelini Academy sorts the best training and development opportunities, according to participants' age, role, and the specific skills they have been selected to develop.

To identify and articulate a suitable training offer consistent with individual needs, at this stage the Academy is advised by the scientific directors of the training programs in its palimpsest and/or of the catalog programs at its partner business schools.

Step 3: choosing the program

The selection made by the Angelini Academy team is then submitted to the participant and his/her HR manager during an individual interview. If there is a choice between options that are deemed equally valuable by Angelini Academy, the participant is left to choose which training program to apply for.

This stage, and specifically the individual meeting with the candidate, is especially important: the rationale for the professional development expected by the operating company is explained and the commitment required of the participant during the training is emphasized.

Step 4: enrollment, delivery of training and follow-up

Once the most suitable training program has been chosen, Angelini Academy sets forth with the enrollment process, supports the candidate during the delivery of the training and oversees that it is properly conducted; finally, it coordinates feedback collection activities based on a specific KPI system, which will be explored in more detail in the following paragraphs.

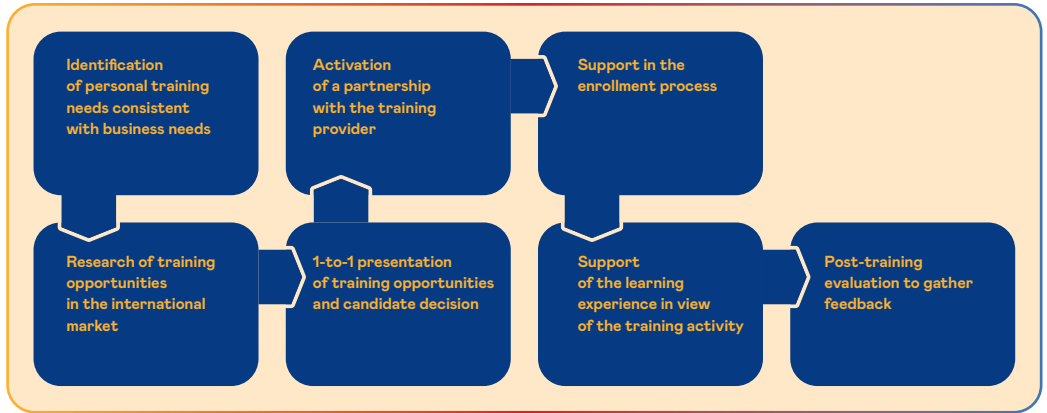
The process comes full circle about six months after the training activity has been completed, with an interview between the Angelini Academy team and the participant. The objective: assess how the latter has been able to implement what he or she learned during Academy training in his or her daily work context.

A testimonial to the effectiveness of fully customized choices comes from **Paola Olivieri, Head of Business Development** at Fameccanica, a company belonging to the Angelini Technologies ecosystem.

Having grown professionally at Fameccanica, Paola Olivieri says that on the occasion of her last role transition her manager and Angelini Academy worked together to study the professional development journey that would allow her to best interpret the new challenges she was going to face: being a driver of innovation for the company, training lateral thinking, questioning herself in order to grow. *"That's when the Academy put forward the training solution it was considering for me: Harvard Business School's 'Disruptive Innovation' program, which would take place on campus and last a week. What I learned was an effective support for my professional growth, useful at the time I had the training and up to now"*.

Andrea Zanetti, Country Manager Portugal at Angelini Pharma, about how he was able to apply what he had learned from his journey with Angelini Academy: *"Angelini Industries was going through a transformational journey at a central level, and I felt I strongly needed to make a cultural leap, to communicate it, and ensure it could find full implementation. The topic of how to manage change and an organization in a context of change – by the way, within a few months the latter turned out to be not only internal but also*

Figure 10 – One of the distinctive and successful elements of Angelini Academy’s model is the ongoing support it offers participants throughout their training experience



external with the outbreak of the pandemic – was where I felt I needed to grow. After listening to my managerial and personal needs, the Academy offered me a selection of 3/4 options, among which I identified INSEAD’s online course ‘Leading Organization in Disruptive Times’”.

2.5. ANGELINI ACADEMY’S GOVERNANCE

Angelini Academy draws inspiration from international business schools, research centers, and universities both for defining its governance model and strengthening its training palimpsest (the latter also relies on the scientific advice of an international Academic Board).

Its training model is an open one, constantly tuned in to the main innovations and trends in management studies. The evidence that Angelini Academy draws from its monitor is then examined in the light of the needs of the Angelini Industries ecosystem and subsequently validated through a structured process of discussion between the Academy and its counterparts at the helm of Angelini Industries.

Three stages can be distinguished in the **governance of relationships** between Angelini Academy and Angelini Industries.

Once a year, the CEOs of the operating companies along with their respective HR directors are presented with the general results of Angelini Academy’s activities, the main evidence that has emerged, future programs, and envisaged development directions. In addition, skills palimpsests are discussed and approved.

Every quarter, the Head of Angelini Academy updates the HR directors of the operating companies on the progress of training programs, the number of participants, and reports any feedback or suggestions for improvement they have given.

Every month, Angelini Academy’s operations team shares the schedule for the following quarter and the design of new initiatives with the operating companies’ Learning & Development teams.

While complying with a well-defined competency framework, these ongoing interactions are very useful for the design of initiatives to be an effective response to the actual needs of the people who will be targeted.

Academic Board: rationales and perspectives

From the very beginning, Angelini Academy has considered it was to enlist an **independent sci-**

Figure 11 – Angelini Academy’s governance mechanisms ensure continuous dialogue with Angelini Industries. This is to enable close alignment between the Academy’s offer and the needs of the people in the Group’s companies



entific board, consisting of four professors from the most prestigious universities and business schools at an international level.

The main function of this committee, Angelini Academy’s Academic Board, is to support the Academy team in continuously updating the Academy’s skills system. The Academic Board is an invaluable “antenna” constantly directed towards trends, events, and innovations in man-

agement studies. As a result, Angelini Academy is able to provide its trainees with a cutting-edge training offer.

In the first year of activity, the Academic Board advised twice, in a collegial manner. By the second year, thanks to the maturity and skills acquired by the internal operations team, the role of the Academic Board had shifted from an independent third-party accreditation body

ANGELINI ACADEMY’S ORGANIZATIONAL CHART

Angelini Academy is part of the Human Resources and Organizational function at Angelini Industries, and serves all the companies in the Group. Angelini Academy’s organizational chart currently consists of four people. It is a lean structure that turns to external collaborations for project management support and the management of specific projects with a high operational impact, when needed.

Leading Angelini Academy is Angelini Industries’ Group Education, HR Communication & Engagement Head, who defines

Angelini Academy’s strategic approach and priorities, monitors their effective implementation, and supervises and coordinates critical operational activities.

He/she is also in charge of the relationships with the Academic Board and top management of Angelini Industries for the validation of training palimpsests.

He/she updates the CEO of Angelini Industries on the progress of initiatives in the Angelini Academy’s strategic plan every six months, and once a month informs Angelini

Industries Group Chief HR & Organization Officer, whom he/she reports to, as to any new opportunities and/or issues in current management.

The leader is supported by two Training Specialists, who are responsible for operations at the Academy. They interact with and coordinate training partners; conduct ongoing skill scouting; design, plan and coordinate the delivery of training activities; manage alignment and co-design meetings with the Learning&Development departments of the operating companies, and monitor training results and participant feedback.

Every year, relationships are maintained with 20 international business schools, over 40 training programs are implemented for the benefit of 15% of Angelini Industries employees, and 2 major training events are set up for their families and children, as will be described in the “Opening Up Angelini Academy to Extended Communities” section.

Finally, the Angelini Academy team is supported by Angelini Industries’ Group HR Communication & Engagement Manager, who is responsible for Angelini Academy’s internal and external communication activities, in line with the Group’s institutional communication.

for Angelini Academy’s work to a sparring partner for complex decisions and/or scientific advisor for the introduction of significant innovations in the Academy’s operating model.

This new type of relationship is still in effect today and increases trust between Angelini Academy and its Board members.

Data and indicators for decision-making

Angelini Academy’s governance and control mechanisms are data-driven. Having a solid base of data is important in every decision-making area. Indeed, the following **decisions are made based on data:**

- **partnerships to be confirmed or replaced**
- **skills that feed the training palimpsest**
- **updating of training programs**
- **participants in training**
- **learning and satisfaction objectives**
- **correlation goals between learning and performance.**

None of this would be possible without a structured monitoring and analysis system based on a number of indicators. Here are the main indicators monitored for each of the training activities in the Academy’s palimpsest:

- **Participation**, i.e. the actual number of (both unique and total) participants in training activities.

- **Enjoyment**, monitored at the end of each training program through a questionnaire built to capture a multidimensional evaluation: usefulness of training contents; quality of teaching; quality of experience and training mode. Negative comments undergo deeper investigation and are used to define corrective actions, so as to ensure ongoing improvement of quality.

- **Content Learning**, assessed by measuring the difference in knowledge before and after participating in the training. The evaluation is carried out through specific questionnaires, delivered by the training partners, and only by passing a final test can a participant record the course in their Training Curriculum.

- **Implementability of Training.** With a view to permanent evolution, in 2022 Angelini Academy felt the need to add another indicator, aimed at monitoring the medium- to long-term impact of the knowledge acquired. New ways of working/new processes inspired by the training and practically implemented by the student are monitored six months after he/she has taken the course.

All this data, measured and analyzed by Angelini Academy for the purpose of permanent improvement, is included in Angelini Industries’ sustainability report, from an ESG perspective.

INSIGHT: WHAT DRIVES AN ACADEMY'S SUCCESS

A conversation with Alessandro Zattoni⁹

The contribution of business schools as centers of expertise and professional training is certainly important, but according to Alessandro Zattoni – a professor of Strategy and Corporate Governance and Head of the Department of Business and Management at Luiss Guido Carli – what makes the difference is the clarity of purpose of a corporate academy. «If it is not included in a process of corporate development, in a certain professional and human direction of the individual,” he explains, “training remains a isolated period in professional life that is unrelated to what comes before and after. This is the real challenge: ensuring that training becomes a driver of personal and professional development, as well as cultural growth, as far as the aspects of values and behavior are concerned”.

What is your opinion about the distinctiveness and positioning achieved by Angelini Academy in the domestic scene?

I believe that Angelini Industries has worked very well. Their “Academy” project got off on the right foot because it was developed as part of an overall redesign plan of the Group. In this way, it was possible to perfectly integrate its activities with the business and values of Angelini Industries. This alignment of values, behaviors, skills and training is key to Angelini Academy's success. But it would not have been enough if the Angelini Academy team had not been able to create the conditions to give a cohesive identity to such a diverse Group as well. This aspect, too, was managed well: the decision was made

to focus on a defined perimeter of skills and on the talents, leaving the HR departments at the operating companies to work on other skill sets and other training recipients.

In your opinion, in which direction should the Academy move to evolve?

Looking forward, I hope the Academy can increasingly be seen by everybody as a development engine for the benefit of the Group, especially because it can create cross-cutting career paths between one operating company and another. This is a potential competitive advantage that few groups have. Having a diverse portfolio of businesses and some excellent companies, talent development can become a very effective weapon, not only for creating a common culture, but also for developing more sophisticated skills. This is not to be taken for granted; it is something that Tiziana Carnicelli, head of Angelini Academy, as well as the Group's HR director and CEO devote time to. The aim is to convey a vision that goes beyond local influences and autonomies, and pushes people to look beyond the day-to-day. The goal of the Academy is to see that all the HRs at the various companies have employees with sophisticated managerial skills, who are aligned on values and characterized by common behaviors.

What is the main bonding element in this process of bringing together the different spirits of the Group?

Values are crucial: having people who follow and identify with values – which also include ethics, sustainability, and responsible behavior – is extremely important. When you are a Group, like Angelini Industries, you need to have as much of a common vision as possible, combining the interests of

⁹ Alessandro Zattoni is a Professor of Strategy and Corporate governance as well as Head of the Business and Management Department at Luiss Guido Carli, and a member of Angelini Academy's Board

the individual operating companies with that of the Group. This cannot be achieved by training alone. Training can help, but you need the entire HR activity, which at Angelini Industries is tightly integrated. This is another distinctive strength of Angelini Academy, for not all companies have created such a strong alignment of people with corporate values. That is why it succeeds in achieving very ambitious goals.

What do you expect from the second stage the Academy is now entering?

In the first one Angelini Academy has mostly worked on “high potentials.” Now it needs to try and broaden its perspective, strengthening the Group’s unified vision, and fostering the development of cross-functional and cross-company careers. The goal is to break down silos, which are created within all companies, through the implementation of training activities that involve people from different functions and different companies. It sounds trivial, but it is an extraordinary factor in developing a common culture and healthy bonds within companies. One important thing is to strike the balance between the Academy, which offers a range of high-level training services, and the operating companies, which must have their independent choice safeguarded. In the first stage, the Academy needed to be seen as a propelling factor in the development of the Group’s talents. Now the conditions are in place for it to expand the areas of influence and growth of people’s potential. I am certain that this second stage will also produce very positive results for the benefit of the Group.

What skills should the Academy focus more on in the coming years?

In the early years, there was generally a lot of work on leadership, innovation, and managing complexity. In the beginning, we focused on skills that were changing or needed to be refined to meet current and prospective competitive challenges.

In the future, a lot of work needs to be done on the sharing of best practices within the Group. For example, best practices developed by certain functions or companies within the Group can be shared or transferred to other companies. This process of sharing or transferring expertise can become a very powerful competitive tool.

To remain competitive, companies need to develop new skills: on the one hand is the digital challenge, AI, machine learning. Here there are currently no steady or established skills and, in any case, they are not easily controlled in full. On the other hand is the challenge of social and environmental sustainability, currently lacking the right degree of managerial skills. The winning factor is integrating sustainability and AI into the business model; they are cross-cutting skills that must radiate and contaminate the business.

In your opinion, are the various Angelini Industries Group companies moving the right way?

Yes, they are. They are investing in this direction. They are really open to listening, developing and learning about these issues. Today Angelini Industries is accelerating and building its future quickly. For example, in healthcare it has invested in start-ups aimed at developing digitally, knowing that this dimension can dramatically change the business. Similarly, taking responsibility for sustainability issues and integrating them into the business model is increasingly important in the eyes of the workers themselves, of consumers, and investors too. Still, if all this is not integrated into a strong culture or solid corporate values, the results may not be satisfactory. To change a business model, you need to invest in training and culture, because not everyone is aware of how sizable these changes are in terms of transformation of the business and stakeholder expectations. In this respect, Angelini Academy has played a key role, offering training activities to employees’ families

and the community as well. This is a very strong indicator for inclusion and connection with stakeholders, which strengthens the Group's companies, both externally and internally, making people proud of the contribution they are making to the community.

What is the contribution that Angelini Academy is making to unlock the energy needed to innovate?

From my point of view, I can say that in recent years the Group has worked to release energies and seize opportunities, giving business leaders autonomy and financially supporting their ambitious choices. There has been a shift from a relatively prudent culture to one taking calculated risks, with a strong international focus and high emphasis on innovation. Now the Academy and the Group can mobilize all energies, including from below. Starting with Fameccanica, which needs to generate innovation and entrepreneurial drive, and Angelini Venture, which needs to increase activity on digital through a connection with innovative start-ups. In this context, the Academy – in close connection with the HR function – plays a delicate role in developing skills and behaviors, which must then support the development of the operating companies.

How is the role of the Academic Board changing within this transformation?

In the beginning, its mission was to help identify emerging themes. Each of us highlighted a point of view, a theme, an aspect, which the Academy then developed independently. I had put forward a proposal on Corporate Entrepreneurship, which was picked up and inspired some projects. In addition to that, we have been involved in the selection of partners. It is hard to find your way in the world of education because it is very fragmented. The choice of the School is often based on reputation and rankings, which, however, do not always guide toward the best choice for each project. A Board can help thanks to direct knowledge of the Schools

and the experiences gained by its members. Today, each of us makes an “individual, on-call” contribution. We are resources, connectors, nodes that help the company connect with a complex world.

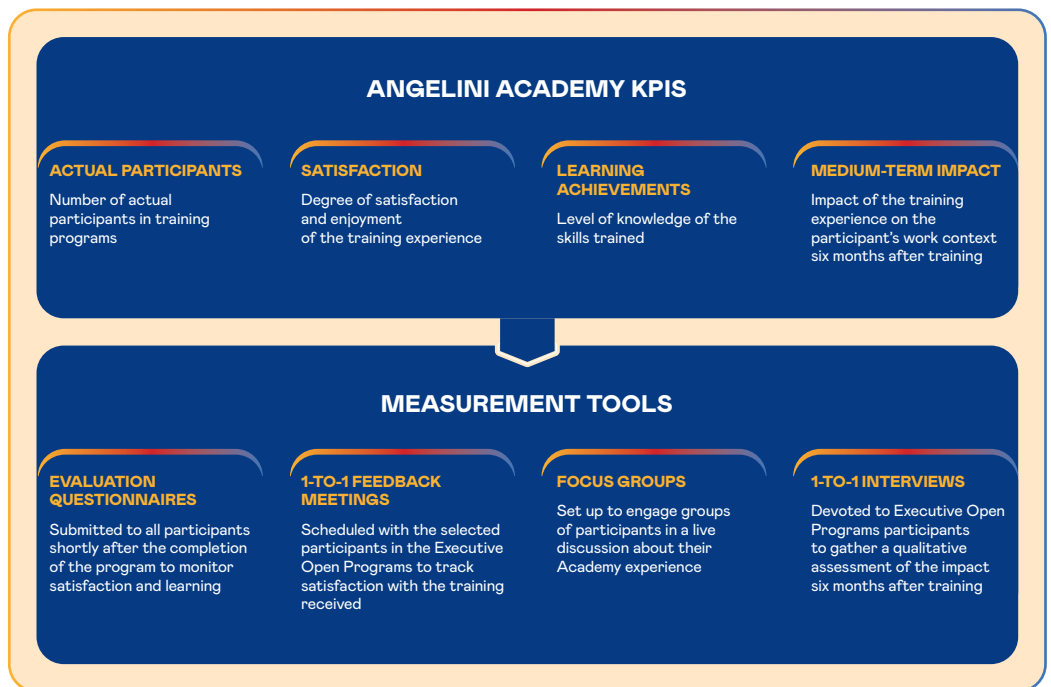
Do you think that corporate academies could take on more social responsibility by disseminating a culture of knowledge that can counter the rising educational poverty?

I believe this is one of the most relevant points for the coming years. Companies have a responsibility to develop an Olivetti-style vision where culture, values and training become a competitive weapon and, even before that, a way to develop better people and better employees. In this way, they can create the conditions for their employees and respective families to be happier, more competent and satisfied, while creating better companies at the same time. Not everyone in Italy shares these ideas; some still cling to an authoritarian, vertical idea of total control of people and the company, especially in SMEs. In large companies, on the other hand, there is a risk of avoiding responsibility through the technique of “passing the buck.” The key is putting the common good ahead of all other goals. Motivating workers changes the enterprise, and their satisfaction, happiness, sense of accomplishment and professional and human growth can cross the boundaries of the company and overflow into the surrounding communities. In a recent research study we published about the “Italian secret,” this aspect emerges as the essence of Italian entrepreneurial identity, of “Made in Italy”: satisfying sophisticated needs through beautiful and innovative products that are the result of wit/ingenuity, culture and humanity. This all-Italian entrepreneurial attitude has its origins in Humanism and the Renaissance, and permeates both entrepreneurs and workers. We must not lose it, but transfer it to new generations, thus preserving the “secret” of our success.

Paola Olivieri, Head of Business Development at Fameccanica and a participant in Angelini Academy programs, has a meaningful experience to tell in this regard: *“I have a technical background, so for me Disruptive Innovation consisted in technological breakthroughs, when something is completely new compared to the past. Actually what they told us at Harvard is that an innovation can be disruptive even if from a technological point of view it is what they call good enough, i.e., not necessarily especially disruptive, but either covering a low-end market (a market of consumers who didn’t have access to that product before), or creating a new market. If there is no alternative, it is clear that even a product that is not technically perfect is disruptive”.*

Angelini Academy’s main monitoring metrics are shown in Figure 12. Additional data sets have proven useful in improving awareness of the impact of Academy initiatives on Angelini Industries’ human capital. Figure 14 shows the **correlation between the performance of people who attended Angelini Academy training courses and their propensity toward learning**. The two-way correlation shows that curiosity for new knowledge and a desire to learn are directly related to the performance of individuals, whatever their area of action.

Figure 12 – To measure its own performance, Angelini Academy monitors and analyzes 4 main indicators. These are extracted by dedicated tools which allow for a comprehensive view of the data



2.6. FUTURE PERSPECTIVES

When it comes to the future, the horizon may reach as far ahead as 50 years, while just two can be enough for everything to change. Innovation is accelerating so much that the Academy itself envisions at least a couple more very comprehensive changes in the next 10 years.

When Angelini Industries' CEO challenged the Academy in early 2023 by asking whether it had reached full potential, the team's answer was a firm "No.» This led to rethinking the operating model.

The main motivations leading to designing a more open and inclusive Academy were based on the results obtained, feedback from the participants and their managers, the ambi-

tion for business growth, and the organizational evolution entrusting Angelini Industries Group's Holding Company with a leading role in all the processes related to corporate culture and values.

The Academy's team then worked with the HR departments of the operating companies to build a model for participant inclusion that would go beyond the Group's talents.

A training palimpsest was then produced that involves many more people than it had so far, since it includes: onboarding initiatives for new hires, "Mastery Programs" for the new managerial generations, upskilling of staff professional families, as well as workshops focusing on cutting-edge topics, which are open to all employees.

Figure 13 – Angelini Academy's main achievements

1200+
PARTICIPANTS ANNUALLY

On average, Angelini Academy engages over 1,200 people in its training initiatives every year

40+
COURSES ACTIVATED ANNUALLY

Angelini Academy activates more than 40 training programs in its palimpsest per year

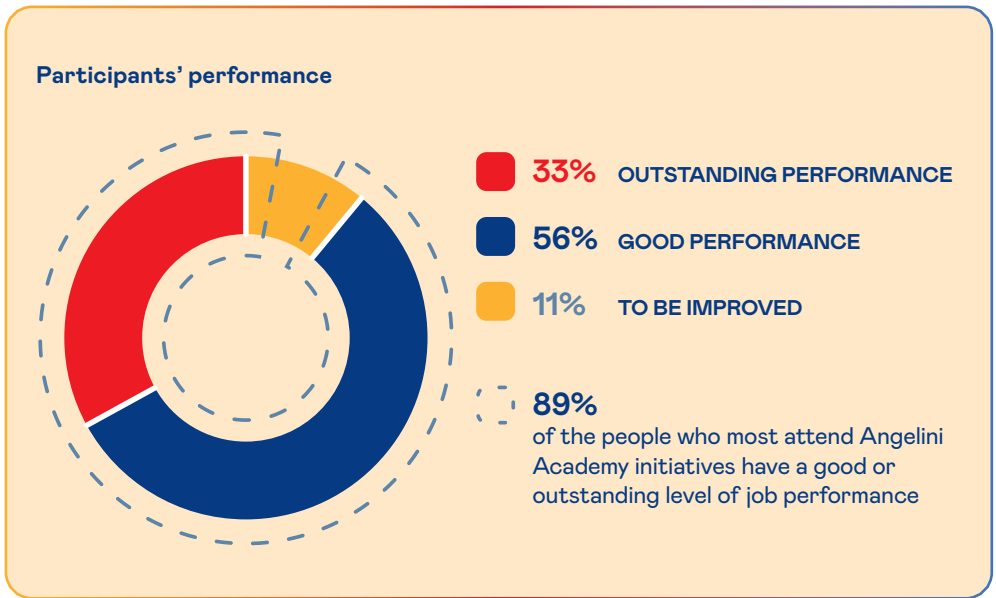
20
PARTNER BUSINESS SCHOOL

Since the beginning of its activities, Angelini Academy has worked with 20 business schools

4.3/5
AVERAGE SATISFACTION

Angelini Academy training courses garner a high level of average satisfaction

Figure 14 – Correlation between performance and learning propensity of Angelini Academy participants



Quantitatively speaking, this meant going from **15 to 30 percent of the corporate population** being involved in Angelini Academy training journeys. In short, a major investment in culture for one in three employees, both in Italy and abroad. This expansion has **multiple benefits**: it builds a **common ground for interpreting the Group's values**, **aligns many more people on the skills that are considered key for growth**, and **helps generate employer attractiveness, identity, a sense of belonging**.

Change then goes toward broadening the Academy's offer and reach, with some wagers to be won. For example, creating upskilling programs for staff professional families means that the Academy is not only working on soft skills, which it has always done, but also introducing specialized role skills into its palimpsest. This is being done through a delicate relationship and co-design work with the operating companies, not only with the HR function but also with line managers, and this is another challenge for Angelini Academy.

Young people in the foreground

Thanks to the above-average learning ability, passion and enthusiasm that propel them into careers that were unimaginable just a few years ago, young people are a segment of the population that the Angelini Industries Group has always cared for a lot. Its investment in culture starts by benefitting high-school and college students who are children of Angelini Industries employees, to whom 70 scholarships are awarded annually on a merit basis.

When a young person is hired at one of the Group's operating companies or the Holding Company, he or she is provided with a training package called "**Angelini Industries Essential Toolkit**." In addition to mandatory training on environment and safety, ethics and deontology, IT regulations, and GDPR, it also includes **40 hours of technical training on the professional use of Power Point and Excel, on budgeting, data-driven decision-making, and feedback management**.

Within five years of being hired, two options are open to **under-30 graduates**. If they are identified as high-potentials, they enter the “**Future Leaders**” program, a general management program that launches them into a managerial role after 12 months.

All the others are helped to develop their potential through the “**Angelini Mastery Program for the Younger Generation**.” This program trains soft skills and hard skills, that have not been developed in university, such as interpersonal skills, which are as important as they are underrepresented in young people.

Enhancing the role of people managers

People managers are a key segment to Angelini Industries, the contact and connecting point between top management and the nearly six thousand people who work in the Group.

To them Angelini Academy offers a leadership development program that has proven very useful both in managing individual business responsibilities and for people management. The “**Angelini Mastery Program in Business & People Management**” is an excellent tool to energize and engage them. This is precisely why the new direction taken by the Academy aims to extend it to all Angelini Industries people managers.

Developing talents at any age

Angelini Academy has always been, and will continue to be, a significant talent management lever. Its training palimpsest includes professional development opportunities for both junior and senior talents, developed in collaboration with international business schools. **Programs for leadership development and upgrading of the most advanced skills relevant to their roles have also been customized for the CEOs of the operating companies and their leadership teams.**

Alongside individual development initiatives, all new Angelini Industries Group executives are supported by a Mentor during their first year in the role. The Mentor is generally a person who sits in an important organizational position, meets the characteristics of the talent, and is inclined to sharing his or her experience to facilitate the professional growth of a younger colleague.

Upskilling staff professional families

Finally, the Academy wants to contribute to the upskilling of staff professional families across Angelini Industries.

Again, the stakes are high and not easy to implement:

- **Bringing innovation** to staff functions by introducing new skills across operating companies in a uniform way.

- **Creating a functional identity** based not only on the organizational position but also on the skills acquired.

- **Encouraging functional networking**, exposing people to different ways of doing the same job, and generating cross-contamination.

Working with the staff professional families at all Group companies on upskilling and harmonizing skills could have a major impact.

To conclude, looking to the future and the evolution Angelini Academy wants to pursue, **Marco Morbidelli – Angelini Industries’ Group Chief HR & Organization Officer** says, “*It’s definitely a challenge and we need to manage it well. However, I think this level of ambition is in line with what we have shown we can do in the past three years. The work we have done on culture and the leadership model, on talent and the communities we live in bears witness to our solidity and maturity. The evolution of the Academy, which we are already translating into plans as of this year, will require a greater investment, something the shareholder has the will and courage to support. Angelini Academy is almost totally funded by the Angelini Industries Group, something which is unusual among corporate academies. We would not rule out the idea of using public funds in the future, though up until today it is something that we have only done to a very small extent*”.



PART 3.

THE IMPACT OF ANGELINI ACADEMY TRAINING, THREE TESTIMONIALS

This section leaves the floor to three participants in training activities promoted by Angelini Academy. In their testimonials, particular emphasis is given to the impact that participation in a training course with the Academy generated in their professional activities.

PAOLA OLIVIERI, Head of Business Development, Fameccanica

Paola Olivieri has developed her career at Fameccanica as a Project Manager until two years ago when she became Head of Business Development. She contacted the Academy for a specific need: her current position requires a future and innovation-oriented vision along with a solid managerial approach. From here Paola, the Angelini Academy team and Fameccanica's HR division set out to select for her a Harvard Business School's program on "Disruptive Innovation". Fameccanica aims to be a major technology hub within Angelini Technologies, and innovation is key to that. Paola points out that the idea of *Disruptive Innovation* was thoroughly explored during the course, opening participants up to new prospects and debunking some of their previous beliefs.

Paola Olivieri participated in the program with one of her colleagues, and this allowed her to exchange opinions about how to apply and disseminate what they were learning throughout the organization. They would be sharing methods and best practices for accelerating innovation processes or revising them with a disruptive focus. It is precisely by disseminating the contents and the lessons learned in training courses that the projects that bring the added value of the acquired skills to one's work and organization

become real. Whether on-campus or online, it is the sharing of the content you have learned that is the first step when returning to the company. How were the skills acquired by Paola Olivieri applied once she was back at the company?

"We defined a path to implement the skills we learned in Boston that was divided into three steps. First, together with our HR Department, we decided we would do a sort of 'Train the Trainer' initiative, by preparing a summary document. It contained both some theory and some tests and exercises to practically transfer what we had learned. We shared this content with the departments that have the most to do with innovation management: business development, strategic marketing, R&D (my colleague's department), Legal and IP Management.

Second, we decided to engage our CEO and our technical director, who is the head of R&D, to share an analysis of those organizational processes involved in innovation that can slow it down if not properly guided.

We brought examples of how the three RPP factors (Resources, Priorities and Processes) can enable innovation or kill it. We shared some practical cases with our stakeholders, highlighting the main obstacles we face daily. Together we developed two paths to transform these processes (we called the paths 'Highways for Innovation').

In the third place, we worked on revising a development project that was already underway. Previously we had approached it in a more conservative and non-disruptive way, that is to say using more traditional methods. During the training course we realized that it is critical to verify your assumptions regularly and often as the project progresses, especially when the mar-

ket does not yet exist in a defined way. So we questioned our initial assumptions and revised the project both from a technical point of view and from that of market and business assumptions, and consequently the entire business plan. To do so we used the tools we had acquired during the course: 'Reverse Income Statement,' 'Discovery Driven Planning,' etc.”.

**ANDREA ZANETTI, Country Manager
Portugal, Angelini Pharma**

With the support of Angelini Academy Andrea completed a change management program at INSEAD, called “Leading Organizations in Disruptive Times”.

One distinctive feature of the INSEAD course was an action plan that enabled learners to implement the concepts they were studying within their own organizations.

It is by no coincidence that Andrea emphasizes that the value of the course lies above all in the definition of a well-structured action plan. During the training, Andrea addressed four main challenges: decision-making, change management, cultural change, and political change. It is crucial to be aware of the importance of communicating the decisions you make, and engage people: “Change is essentially cultural: first of all, you need to explain to people why a certain change is necessary. Then it is important to help them see the value that such a change will bring. Finally – and this aspect is often taken for granted and overlooked – you need to have your key counterparts accurately mapped: role models and ambassadors; resisters and detractors. You need to try and work on every group, but in different ways. I quickly realized there were people involved who could help in accelerating change, and others who needed a different approach, humanly and sometimes individually».

**MASSIMO MARIN, Group Chief Strategy
& Corporate Development Officer,
Angelini Industries**

Further witness to Angelini Academy’s innovation and talent development powerhouse is the path taken by Massimo Marin, who joined Angelini Industries Group in 2021. In the past two years he has had the opportunity to attend several executive training programs, including INSEAD Singapore’s “M&As and Corporate Strategy” and a one-on-one F&A coaching at SDA Bocconi. He especially appreciated the teaching methods and the focus on networking as an added value offered by the business schools along with updates on the technical skills specific to his role. Unlike the way university education is traditionally understood, at INSEAD Massimo studied in an entirely different, empirical and pragmatic manner. The analysis of case studies, group work with colleagues, and live simulations enabled him to put into practice the skills covered in theory.

Massimo was also able to bring several innovations to his way of working: “The INSEAD program has enabled me to improve the way I approach M&A, starting, for example, with the idea of Walk-away Price. Today, whenever I am involved in a negotiation, I know that one must always have a clear observation point beyond which they are not going to move. It is around it that they are going to build a strategy to guide the deal. On top of this, you have some other formats, frameworks, and tools that enable you to manage M&A in a more orderly and structured way”.

His challenge now is to disseminate the skills he has learned within Angelini Industries, starting with his team. “With my team members, who are high-perspective, talented young people – I have been working in three directions: first of all, I shared what I had learned from the training materials and papers I received from the lecturers; then we held a brainstorming session to share insights, reflections and doubts. This was also an opportunity to share some of the most interesting suggestions I had drawn from my training, along with some selected bibliographical references that may be useful for further study”.



PART 4.

ANGELINI ACADEMY OPENING UP TO BROADER COMMUNITIES

Angelini Academy's educational contribution goes beyond the company and extends to the communities where the industrial group operates through its **Community Empowerment** activities.

In line with the profound sense of social responsibility that characterizes the Angelini Industries Group, **the Academy feels it has to return value to the surrounding community, through training** amongst other actions.

That is why it has decided to offer its free training initiatives to its employees' families and children, its suppliers, and neighboring communities. These initiatives deal with the thematic areas where Angelini Industries' operating companies are highly skilled and recognized as knowledge leaders as well as market leaders.

There are three community-focused training areas:

- **Health and Prevention**, catering for workshops and prevention screenings for employees and their families.
- **Support to younger generations**, setting up hackathons for young university students and providing scholarships to deserving children of Angelini Industries employees.
- **Management coaching**, through inspirational initiatives to understand and reflect on the current context, innovation and change management, both inside and outside the company.

"What we call 'Community Empowerment' stems from our aim to generate initiatives through the Academy that are also open to the communities where we live and that can provide hands-on help to the neighborhoods where our companies operate. We started by designing and offering educational programs to the children of Angelini Industries

*employees and now we are gradually expanding to families and the entire ecosystem we collaborate with" – says **Marco Morbidelli, Angelini Industries' Group Chief HR & Organization Officer.***

Carlo, the son of an Angelini Industries employee, and a participant in the 2020 Angelini Summer Camp

Among the most meaningful instances of Angelini Academy's activities for community empowerment is the "Angelini Summer Camp", designed to engage employees' children in fun and educational activities.

The first edition took place during the summer of 2020, after the difficult winter marked by the outbreak of the pandemic. This educational program includes our "Online Digital Camp," developed with the collaboration of H-Farm for children aged 8 to 14.

The Camp consisted of two online activities, conducted in Italian and English, over the course of half a day: "Coding with Minecraft" for the younger group (8-11 years old), aimed at learning basic computational and coding tools in a playful and collaborative way; "Digital Storytelling" for the oldest (11-14 years old), to boost digital world storytelling skills, using social platforms such as Youtube and the creation of a personal blog.

Carlo, the son of an Angelini Industries employee, was in third grade when he asked his parents for the Minecraft video game as a gift for passing his exams. The "Coding with Minecraft" course offered by Angelini Academy followed, with perfect timing. Carlo is now in fifth grade, and tells us about how he learned to use technology constructively: "The course helped me a lot because

it helped me understand how the game worked. I found out that I liked coding, and that also gave me an edge when we started coding in school, and in math in general. When I grow up, I would like to be a videogame programmer».

Giorgia, daughter of an Angelini Industries employee, and a winner of 2022 Scholarships

Angelini Industries' "Scholarships" is another initiative aimed at the community and thus at the children of employees. For years it has represented an important welfare project expressing some of the values the Angelini Industries Group believes in, such as growth, merit, and innovation.

In 2022, the project became part of Angelini Academy's educational offer and was significantly revised and enriched. Over 200 young people, belonging to 5 different categories including university and high-school students, took part in the initiative, and more than 70 scholarships were awarded, along with 120 book vouchers for those equally hard-working students who did not make the final list of winners. For the first time, an on-site event was held to celebrate the winners, which was attended by both parents and children. In line with its purpose, Angelini Academy took the opportunity, while rewarding the merit of the winners, to provide hands-on tools to support all the participants' educational and professional journey: orientation workshops for the children and a talk on the challenges, contexts and skills of the future for the parents.

Worth mentioning is the feedback given by one of the parents, an employee of Angelini Industries, who stressed the importance of this initiative in creating a sense of belonging and "family" within the company. A scholarship not only rewards the student's academic excellence but also underlines the company's commitment to supporting the growth and development of employees and their families. This initiative, which in past years was perceived as "colder" and distant, is now being seen as more engaging, creating a closer bond between employees and the company.

2022 scholarship winner Giorgia, who is a college student, told us about the evolution of the

initiative over the years. Initially, the application process was very impersonal. Then the selection was enriched by asking the students to present a project for the future and explain how the award would help with its implementation. Personal engagement helped create a sense of ownership and active participation for the young people involved.

In addition to financial support for covering university expenses, the scholarship also provides an opportunity to participate in a workshop on soft skills. This type of training, which is often neglected by school and university, was greatly appreciated by the participants, and helped to develop cross-cutting skills that are key in the workplace. "I liked the activity so much that I even recommended it to my university and my friends. That's especially true for the workshop on soft skills, since these are not usually developed at university," says Giorgia.

Finally, Giorgia said this experience gave her the confidence to think more clearly about her career and realize the importance of looking for a company that shares her values and cares about people and their talents.

OUR DREAM COMING TRUE

Pushing things a bit further, Angelini Academy is fine-tuning an even more ambitious plan. A dream with eyes wide open that has important social implications. Introducing it gives the present paper an even more significant role.

Our intention was to share the experience of Angelini Academy with authenticity and rally all Italian academies to create an association that could contribute to reducing educational inequalities throughout the country.

The question underlying this vision is more than legitimate: Why can't corporate academies/universities work alongside educational institutions, to support them in their communities?

If this is going to be a collaborative effort, with no personalism, and with appropriate institutional approval and endorsement, it can become a powerful enabler

of knowledge, and help create the equal opportunities to access education on which the most advanced modern States are based. Just think – Angelini Academy imagines – what it would be like if all current employees-only programs could be open to everybody.

“This is the dream that would connect all the dots at Angelini Academy, and bring a powerful collective movement to life that could return value to the entire country”, says Tiziana Carnicelli, Angelini Industries' Group Education, HR Communication & Engagement Head. The historical timing is undoubtedly right. If we look at Istat and Eurostat reports, data shows a dramatic increase in income inequality, exacerbated by the pandemic crisis but already evident over the past 20 to 30 years and reflected in growing educational poverty. Who will be the first to respond to this call to action?



AFTERWORD

Giuseppe Soda

A beautiful passage in “The Invisible Cities” by Italo Calvino goes:

Marco Polo describes a bridge, stone by stone.

But which is the stone that supports the bridge? – Kublai Khan asks.

The bridge is not supported by one stone or another, – Marco answers, “but by the line of the arch that they form.

Kublai Khan remains silent, reflecting. Then he adds: – Why do you speak to me of the stones? It is only the arch that matters to me.

Polo answers – Without stones, there is no arch.

In the arch of any organization, people are the stones. The arch and the stone perfectly express interdependence in a metaphor. No organization is capable of evolving and facing the future without this evolution intensely involving “its” people. This consideration is even more true in this complex world where cycles – economic, technological, professional, products’ – are becoming

shorter, uncertainty is growing and interconnections are multiplying. Then, faced with the transformations that the challenges of the future mandate, a decision must be made as to whether people should be dragged along or be the protagonists. Angelini Academy’s case tells precisely about this choice: using the transformative power of training to build change, not only technical but also cultural, capable of facing complex challenges in highly evolving industries, aiming to progressively move on the whole organization. The idea of “leaving no one behind,” even going outside the formal boundaries of the enterprise and embracing a broader ecosystem, can have a disruptive force and be the key to really achieve this transformation. If the Italian production system were able to multiply initiatives like this one, the force to face the major innovations that lie ahead would be much greater. Beyond undoubted interest for specialists, the greatest hope is that the story told in this article will rub off on many other organizations.

Milan, July 14th, 2023



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Angelini
Academy

Growing Together