

Curriculum vitae – Marco Mandolfo

OVERVIEW

Marco Mandolfo was born in Milan, April 15th, 1992. Since November 2022, he is Junior Assistant Professor at the Department of Management, Economics, and Industrial Engineering at Politecnico di Milano.

In January 2022, he received his Ph.D. with honours in Management Engineering at Politecnico di Milano. He started his Ph.D. research in November 2018 with the scholarship entitled “Using biometrics to enrich consumer decision making process models”.

From December 2021 to October 2022, he was Post-Doc fellow researcher at the Department of Management, Economics, and Industrial Engineering at Politecnico di Milano, where he has received a scholarship entitled “Analisi delle determinanti fisiologiche dei processi di acquisto di impulso/studi quali-quantitativi e oggettivi (fisiologici) sulle caratteristiche dell’acquisto di impulso”.

From December 2017 to October 2018, he was temporary fellow researcher at the Department of Management, Economics, and Industrial Engineering at Politecnico di Milano, with a scholarship entitled “Studio del comportamento di fruizione dei contenuti televisivi attraverso tecniche biometriche”.

He collaborates since May 2017 with PHEEL (Physiology, Emotion, Experience, Lab) at Politecnico di Milano.

I. EDUCATION

DATE	November 2018 – January 2022
INSTITUTE	Politecnico di Milano, School of industrial and information engineering
QUALIFICATION ACHIEVED	Doctor of Philosophy in Management Engineering
GRADUATION THESIS	<i>Buying, fast and slow. a dual-process approach to investigate young consumers' online impulse buying</i>
GRADE	Doctor in Management Engineering, Cum Laude
DATE	January 2020 – July 2020
INSTITUTE	Institut für Informationswirtschaft und -Management (IISM), Karlsruher Institut für Technologie (KIT)
DESCRIPTION	PhD visiting period
DATE	October 2014 – April 2017
INSTITUTE	Politecnico di Milano, School of Industrial and Information Engineering
QUALIFICATION ACHIEVED	Master of Science degree in Management Engineering - Digital Business and Market Innovation
GRADUATION THESIS	<i>You trust me, and i feel it – Influence of foreign live biofeedback on interpersonal trust-related behaviour</i>
GRADE	110 / 110 cum laude
DATE	September 2016 – March 2017
INSTITUTE	Institut für Informationswirtschaft und -Management (IISM), Karlsruher Institut für Technologie (KIT)
DESCRIPTION	Master thesis drafting
DATE	August 2015
INSTITUTE	санкт-петербургский политехнический университет петра великого Peter the Great St.Petersburg Polytechnic University
DESCRIPTION	International Business Analysis – Summer School
DATE	March 2015 – August 2015
INSTITUTE	Karlsruher Institut für Technologie (KIT), Master of Science degree in Wirtschaftsingenieurwesen
DESCRIPTION	Erasmus exchange
DATE	September 2011 – July 2014
INSTITUTE	Politecnico di Milano, Scuola di Ingegneria dei Sistemi, Ingegneria Gestionale
QUALIFICATION ACHIEVED	Bachelor of Engineering in management engineering

II. RESEARCH ACTIVITY

Marco Mandolfo has carried out an intense research activity on marketing management issues involving consumer's affective decision-making since 2018. His research lies at the intersection of consumer neuroscience and consumer psychology and focuses on the following topics.

a. Behavioural determinants of impulse buying

The research contributes with original studies to the investigation of factors and motivations that prompt consumers to buy impulsively. The research has delved into exogenous determinants such as sales promotion [2] and choice architecture [7] as well as endogenous determinants such as personality traits and affective states [15, 17]. The research has also advanced a multimethod approach combining physiological correlates and self-reports to provide objective measurement of consumer reactions [13, a, d]. Additionally, Marco has developed a Doctoral Thesis that advances a conceptualisation of online impulse buying as a dual-nature construct and tests it in an ecological setting [25].

b. Consumer behaviour in immersive virtual environments

The research investigates how individuals interact in immersive virtual environments and virtual ecosystems such as the metaverse. Previous empirical works have explored how affective states generated by such virtual environments influence interactive behaviours, advancing the understanding of behavioural realism in the metaverse and discussing design guidelines [1, 14]. Also, theoretical research has analysed the managerial implications associated with the adoption of immersive technology [6, f]. Actual marketing constructs such as advertising blindness and brand recall are also being examined in conjunction with the perceived sense of presence and immersion [e].

c. Consumer neuroscience applied to marketing issues

The research applies consumer neuroscience techniques to promote knowledge about extant marketing issues. These include the effect of brand placement disclosures on brand recall and brand attitude through eye-tracking, electrodermal activity, and self-reports [4, b]; the externalisation of product attachment through neurophysiological responses, implicit association tests, and self-reports [5]; the influence of gamification experience on cognitive, affective, and behavioural responses [9]; and the effect of price tag colours on consumer approach, arousal, and price visibility [10, 19]. Marco has also investigated psychological factors such as key motivations and barriers that influence consumer participation [18] and affective factors that influence the performance of individuals interacting remotely as well as the adoption of consumer technology [3, 20].

d. Methodological applications of consumer neuroscience

The research intends to advance knowledge about mixed-methods research in the consumer neuroscience literature. Marco has proposed methodological contributions by exploring the link between extant marketing metrics and neurophysiological responses to social marketing commercials [8]. Previous research has also discussed core activities, key responsible figures, and outcomes that marketing practitioners should seek when commissioning neuromarketing research [11]. Marco has also explored how information related to physiological, behavioural, and cognitive responses can be jointly examined to improve the understanding of the user experience [16, 24, c]. Moreover, previous research has explored neurophysiological and behavioural responses of gamblers advancing knowledge about mixed-methods research in fast-paced gambling environments [18, 22].

Below is the complete list of the publications:

- [1] Mandolfo, M., Baisi, F., & Lamberti L. (2022) How did you feel during the navigation? Influence of emotions on browsing time and interaction frequency in immersive virtual environments. *Behaviour and Information Technology*.
- [2] Mandolfo, M., Bettiga, D., Lamberti L., & Noci, G. (2022) Influence of sales promotion on impulse buying: a dual process approach. *Journal of Promotion Management*.
- [3] Di Dalmazi, M., Mandolfo, M., Stringhini, C., & Bettiga, D. (2022). Influence of technostress on work engagement and job performance during remote working. In *International Conference on Human-Computer Interaction*. Springer, Cham.
- [4] Mandolfo, M., Di Dalmazi, M., & Lamberti, L. (2022). Find me if you can. Assessing visual and auditory product placement disclosures in online music videos. In *2022 NeuroPsychoEconomics Conference Proceedings* (pp. 1-38).
- [5] Bettiga, D., Mandolfo, M., & Lamberti, L. (2022). Product attachment: an empirical investigation of the visceral, behavioral, and reflective components. In *2022 NeuroPsychoEconomics Conference Proceedings*.
- [6] Di Dalmazi, M., Di Paolo, F., Mandolfo, M., & Lamberti, L. (2022). Measuring the experience in the metaverse. A conceptual and methodological review of consumer presence in immersive virtual environments. In *2022 NeuroPsychoEconomics Conference Proceedings*.
- [7] Mandolfo, M. (2022). Rein it in. Nudge-based interventions to cope with online impulse buying among young adults. *Journal of Behavioral Economics for Policy*, 6(S1), 59-66.
- [8] Balafas, S., Brombin, C., Lolatto, R., Mandolfo, M., Bianchi, A. M., Wit, E., & Di Serio, C. (2022). Comparing Communication Strategies Using EEG Network Inference. In *31st International Biometric Conference (IBC2022)*.
- [9] Bettiga, D., Mandolfo, M., & Noci, G. (2022). Influence of gamification on consumers' cognitive, affective, and behavioral responses. In *1st IEEE International conference on cognitive aspects of virtual reality* (pp. 79-83). IEEE.

- [10] Mandolfo, M., Di Dalmazi, M., Di Paolo, F., & Lamberti, L. (2022). Your ad is ignored. Applying consumer neuroscience to investigate advertising blindness in the metaverse. In *Riunione Scientifica Annuale 2022 AiIG*.
- [11] Di Dalmazi, M., Di Paolo, F., Mandolfo, M., & Lamberti, L. (2022). If I feel it, I buy it. The influence of presence on consumer behaviour: A methodological perspective. In *Riunione Scientifica Annuale 2022 AiIG*.
- [12] Di Paolo, F., Di Dalmazi, M., Mandolfo, M., & Bettiga, D. (2022). Wearables for pervasive wellbeing monitoring: is it just about functional value?. In *Riunione Scientifica Annuale 2022 AiIG*.
- [13] Bettiga, D., Harbatovich, A., Di Paolo, F., Mandolfo, M., & Noci, G. (2022). Fix it or buy it? Exploring the emotional drivers of consumer decisions to repair a durable good. In *Riunione Scientifica Annuale 2022 AiIG*.
- [14] Bettiga, D., Mandolfo, M., Lolatto, R., & Lamberti, L. (2021). Investigating the effect of price tag colours on cortical, cardiac and ocular responses. In *2021 4th International Conference on Bio-Engineering for Smart Technologies (BioSMART)* (pp. 1-5). IEEE.
- [15] Mandolfo, M., Bettiga, D., Lamberti, L., & Noci, G. (2021). Commissioning neuromarketing: what do practitioners need to consider? In *Riunione Scientifica Annuale 2021 AiIG*.
- [16] Chianella, R., Mandolfo, M., Lolatto, R., & Pillan, M. (2021). Designing for Self-awareness: Evidence-Based Explorations of Multimodal Stress-Tracking Wearables. In *International Conference on Human-Computer Interaction 2021* (pp. 357-371). Springer, Cham.
- [17] Mandolfo, M., & Lamberti, L. (2021). Past, Present, and Future of Impulse Buying Research Methods: A Systematic Literature Review. *Frontiers in Psychology*, 12.
- [18] Mandolfo, M., Baisi, F., & Lamberti, L. (2021). How do affective states influence browsing in immersive virtual environments? Empirical insights into cognitive and neurophysiological drivers of interactive behaviours. In *2021 NeuroPsychoEconomics Conference Proceedings* (pp. 1-32).
- [19] Mandolfo, M., Di Dalmazi, M., & Lamberti, L. (2021). Implicit and explicit predictors of online impulse buying. In *IAREP-SABE Virtual Conference 2021*.
- [20] Mandolfo, M., Pavlovic, M., Pillan, M., & Lamberti, L. (2020) Ambient UX Research: User Experience Investigation Through Multimodal Quadrangulation. In *International Conference on Human-Computer Interaction 2020* (pp. 305-321). Springer, Cham.
- [21] Mandolfo, M., Lolatto, R., & Lamberti, L. (2020). See me, feel me, impulse buy me. An analysis of physiological and behavioural responses to unplanned and impulsive online purchases. In *2020 NeuroPsychoEconomics Conference Proceedings* (p.28). ISSN 1861-8243.
- [22] Rocco, G., Reali, P., Lolatto, R., Mandolfo, M., Mazzola, A., & Bianchi, A. M. (2020). Exploration of the physiological response to an online gambling task by frequency domain analysis of the electrodermal activity. In *2020 42nd Annual International Conference of the IEEE Engineering in Medicine & Biology Society (EMBC)* (pp. 91-94). IEEE.

- [23] Mandolfo, M., Chen, S., & Noci, G. (2020). Co-creation in new product development: which drivers of consumer participation? *International Journal of Engineering Business Management*, 12, 1847979020913764.
- [24] Mandolfo, M., & Lamberti, L. (2019). Do not forget about the price tag! A neuroscientific approach to delve into the influence of colour and price reduction on product perception. In *Riunione Scientifica Annuale 2019 AiIG*.
- [25] Gastaldi, L., Lettieri, E., & Mandolfo, M. (2019). Consumer Adoption of Digital Technologies for Lifestyle Monitoring. In *2019 IEEE 23rd International Symposium on Consumer Technologies (ISCT)* (pp. 11-16). IEEE.
- [26] Mandolfo, M., Bettiga, D., Lolatto, R., & Reali, P. (2019). Would you bet on your physiological response? An analysis of the physiological and behavioral characteristics of online electronic gaming machines players. In *2019 NeuroPsychoEconomics Conference Proceedings* (p.28). ISSN 1861-8243.
- [27] Alon, I., Chen, S., & Mandolfo, M. (2019). Supply chain–marketing integration: How do European SMEs go to China via the New Silk Road. *Business Process Management Journal*, 25(2), 368-378.
- [28] Mandolfo, M., & Bettiga, D. (2018). Better off alone? An analysis of behavioral characteristics of electronic gaming machine players. In *Riunione Scientifica Annuale 2018 AiIG*.

Doctoral thesis:

- [29] Mandolfo, M. (2022). Buying fast and slow. A dual-process approach to investigate young consumers' online impulse buying.

Marco has also a series of research papers currently under review as well as several working papers. These are reported in the following:

- [a] Mandolfo, M., Di Dalmazi, M., & Lamberti, L. Dissecting impulse buying: implicit and explicit predictors of online impulse purchases. Under review in *European Journal of Marketing*.
- [b] Mandolfo, M., Di Dalmazi, M., & Lamberti, L. Now you see me. Evaluating visual and auditory brand placement disclosures in music video. Under review in *Journal of Marketing Communications*.
- [c] Mandolfo, M., Pavlovic, M., Pillan M., & Lamberti, L. Combining Physiological Measures with qualitative investigation methods in UX design research. Under review in *Journal of Design Research*.
- [d] Mandolfo, M., Di Dalmazi, M., & Lamberti, L. Can personalised product placement trigger impulse buying? *Working paper*.
- [e] Mandolfo, M., Di Dalmazi, M., Di Paolo, F., & Lamberti, L. Assessing the influence of advertising blindness in the metaverse. *Working paper*.
- [f] Di Dalmazi, M., Di Paolo, F., Mandolfo, M., & Noci, G. How does Marketing change in the Metaverse: the relevance of Experiential Value. *Working paper*.

III. ACADEMIC APPOINTMENTS

Conjointly with the scientific activity, Marco Mandolfo carries out teaching activities at Politecnico di Milano and at the PoliMi Graduate School of Management on a regular basis. The main activities are listed below:

- Lecturer for the class *Economia e Organizzazione Aziendale C* (ING-IND/35), B. Sc. in *Ingegneria Biomedica, ingegneria dei Materiali e delle Nanotecnologie* at Politecnico di Milano. From September 2022 until today.
- Teaching support for the class *Strategy & Marketing* (ING-IND/35), M. Sc. in *Management Engineering* at Politecnico di Milano. From September 2022 until today.
- Teaching support for the class *Omnichannel Marketing Management* (ING-IND/35), M. Sc. in *Management Engineering* at Politecnico di Milano. From September 2021 to September 2022.
- Teaching support for the class *Marketing Analytics* (ING-IND/35), M. Sc. in *Management Engineering* at Politecnico di Milano. From September 2021 to September 2022.
- Teaching activity in specialised Masters, MBA classes, and corporate education programs at PoliMi Graduate School of Management. Teaching topics include consumer neuroscience, marketing research, omnichannel marketing, and strategic marketing. From April 2019 until today.
- Course Tutorship for the class *Strategy & Marketing* (ING-IND/35), M. Sc. in *Management Engineering* at Politecnico di Milano. From October 2017 September 2022.
- Teaching support for the class *Multichannel Customer Strategy* (ING-IND/35), M. Sc. in *Management Engineering* at Politecnico di Milano. From September 2020 to September 2021.
- Teaching support for the class *Economia e Organizzazione Aziendale C* (ING-IND/35), B. Sc. in *Ingegneria Biomedica, Chimica, dei Materiali e delle Nanotecnologie* at Politecnico di Milano. From March 2018 to February 2021.

IV. SPECIALISED TRAINING AT QUALIFIED NATIONAL AND INTERNATIONAL INSTITUTES

Marco followed specialised educational activities at national and international research institutes. These include the following:

- “Advanced Tools for Psychology and Social Science”. Summer School organised by Università Cattolica (Milan) during August 2019.
- “Biostatistics and Experimental design”- Elective Doctoral training at Politecnico di Milano during 2020.

- “ECMCRC Summer School on Behavioral and Neuroscientific Research for Economics, Finance and Accounting”. Summer School organised by Dublin City University during July 2020.
- “Advanced Neuromarketing”. Specialised course held by Prof. Dr. Zoëga Ramsøy during July 2020.
- Summer Schools organised by Associazione italiana di Ingegneria Gestionale. These include “Teaching in Management Engineering: scope, methods and practices” in September 2019 at Università degli Studi di Palermo; “Research in Management Engineering: Improving Relevance and Rigor” in February 2021 at Università degli Studi di Padova; and “Pathways to Research Impact” in September 2021 at Politecnico di Bari.

V. PARTICIPATION IN NATIONAL AND INTERNATIONAL RESEARCH GROUPS

Marco developed various national and international research collaborations. These are listed in the following:

- Investigation of the influence of biofeedback on interpersonal trust exchange dynamics. The research was carried out at the Institut für Informationswirtschaft und -management of the Karlsruher Institut für Technologie from July 2016 to March 2017. The research was performed during an exchange period which led to drafting the master thesis entitled “You trust me, and I feel it. Influence of Foreign Live Biofeedback on interpersonal trust-related behaviour”.
- Exploration of the behavioural patterns of customers at a point of sale and their interaction with the retail environment. The research was conducted in partnership with Osservatorio Innovazione Digitale nel Retail of Politecnico di Milano from September 2017 to October 2017.
- Conceptualisation and test of a stress monitoring prototype through mobile devices. The research was financed by an international telecommunication company within the HIRP initiative, a worldwide call for ideas, and lasted from 2019 to 2021. The research involved the design of the application, prototyping, and testing. The research was carried out on behalf of PHEEL and involved close collaboration with the Department of Design and the Department of Electronics, Information, and Bioengineering of Politecnico di Milano.
- Analysis of the physiological and behavioural responses related to social marketing visual campaigns promoted by Telethon Foundation. The empirical research was performed in collaboration with Università Vita Salute San Raffaele from September 2019 to February 2020. The research initiated an ongoing collaboration between the Department of Management, Economics, and Industrial Engineering, the Department of Electronics, Information, and Bioengineering of Politecnico di Milano and Università Vita Salute San Raffaele.

VI. TECHNOLOGY TRANSFER

During his career, Marco has participated in various research projects and third party work financed by private companies. The work was carried out on behalf of PHEEL employing multimethod approaches combining neurophysiological, behavioural, observational, and interviewing methods. These include:

- Usability analysis of digital interfaces for Smart TV systems. The research was part of a project with an Italian broadcasting player carried out during the years 2017, 2018 and 2019.
- Analysis of the influence of contextual variables on the effectiveness of online advertisement. The research explored the influence of digital contexts on the perception during the exposure to video advertisement messages. The research was part of a project with an Italian media company carried out in 2017.
- Exploration of the physiological and behavioural responses to gambling experiences in slot halls and on online gaming platforms. The research project was supported by one of the leading authorised gambling companies in Italy, within a research project launched by the Italian Agency for Customs and Monopoly in the years 2017 and 2018.
- Testing of individuals' reactions to different editorial contents in conjunction with the concurrent watcher's need. The study was part of a project with an Italian broadcasting player during the years 2017, 2018, and 2019.
- Analysis of the exploration and interaction patterns with advertising overlays contextual to the watching experience. The study was part of a project with an Italian media company carried out in 2018.
- Comparative User Experience analysis of the activation process of high-end smartphones. The research was part of a project with an international telecommunication company carried out in 2019.
- Comparative usability analysis of interface designs of high-end tablets. The research was part of a project with an international telecommunication company performed during the years 2019 and 2020.
- Analysis of the behavioural and perceptive responses during the driving experience of luxury cars. The testing sessions were carried out in the ecological environment as part of a project with an international car manufacturer company during the years 2019, 2020, 2021 and 2022.
- Usability analysis of a prototyped application for mobile and desktop. The research was part of a project with a national utility company carried out in 2022.

VII. REVIEWER ACTIVITY

Marco is ad-hoc reviewer for scientific journals such as Psychology & Marketing, Journal of Consumer Behaviour, Creativity and Innovation Management, Journal of Marketing Communications, Frontiers in Psychology, Spanish Journal of Marketing, International Journal of Emerging Markets, Hardware X, and Business Process Management Journal.

VIII. CONFERENCE ACTIVITY

Marco has taken an active part in the NeuroPsychoEconomics society, which gathers researchers active in the fields of neuroeconomics, decision neuroscience, neuromarketing, neuro-IS, and neurofinance. Since 2019, he participates yearly as a presenter at the annual NeuroPsychoEconomics conference. He won for two consecutive years the Best Paper Award, runner-up (2019 and 2020) and has been since then invited chairman of the following tracks:

- Track chairman of the session “Neuroeconomics” at the 2021 NeuroPsychoEconomics Conference.
- Track chairman of the session “Consumer behaviour & marketing” at the 2022 NeuroPsychoEconomics Conference.

Since 2018, has participated as a presenter at Riunione Scientifica Annuale AiIG (Associazione italiana Ingegneria Gestionale). Here, in 2022, he was proponent and chairman of the track “The evolution of consumer behavior when dealing with digital technologies and platforms”.

In addition, he took part in several international conferences such as the International Conference on Human-Computer Interaction (2019, 2020, and 2021), the IAREP-SABE Conference (2021), and the International Symposium on Consumer Technologies (2019).

IX. HONOURS AND AWARDS

Over the years Marco has received the following prizes and scholarships:

- “2020 IAREP (International Association for Research in Economic Psychology)” scholarship for best research paper proposal “Rein it in. Behavioural approaches to cope with online impulse buying among young adults”.
- “Neuropsychoeconomics Conference 2020 – Best paper award, runner-up” for research paper “See me, feel me, impulse buy me. An analysis of the physiological and behavioural responses to unplanned and impulsive online purchases”.
- “Neuropsychoeconomics Conference 2019 – Best paper award, runner-up” for research paper “Would you bet on your physiological response? An analysis of the physiological and behavioral characteristics of online electronic gaming machines players”.

- “Tesi all'estero a.a. 2015/2016” scholarship for master thesis innovativeness.
- “Roberto Rocca a.a. 2015/2016” scholarship for academic merits.

X. PERSONAL SKILLS

- Golf player since the age of seven playing at a competitive level during the years 2004 – 2012.
- Winner of several junior golf championships, of whom two National Trophies (Trofeo Michele 2009, Trofeo Amalga 2009).
- Captain of the youth team Tolcinasco Golf Club for the national team championships under 18 during the years 2007 – 2010.
- Responsible for the youth team at Tolcinasco Golf Club during the years 2007 – 2012.
- Winner of 30° Campionato Nazionale Associazione Italiana Ingegneri Golfisti 2021.

XI. LANGUAGE SKILLS

- Mother tongue: Italian
- Other languages:

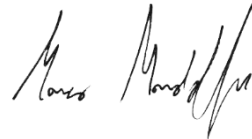
	PROFICIENCY	CERTIFICATIONS
ENGLISH	Professional working proficiency	<ul style="list-style-type: none"> ▪ Certificate in Advanced English (CAE) – C1 ▪ Professional English: English for Academics
GERMAN	Good working proficiency	<ul style="list-style-type: none"> ▪ Erasmus OSL Language Assessment – C1 ▪ Goethe Zertifikat – B2
SPANISH	Elementary proficiency	
RUSSIAN	Elementary proficiency	

XI. ADDITIONAL INFORMATION

- Member of ESTIEM (organisation for European Students of Industrial Engineering and Management) during the years 2015 – 2017. Representative of Local Group Milan in:
 - Academic Days: Industry 4.0 - Universität Paderborn, Germany. April 2015;
 - Academic Days: Energy technologies - University of Vaasa, Finland. November 2015;
 - Academic Days: Artificial Intelligence - Kyiv Polytechnic Institute, Ukraine. March 2016;
 - Summer Academy: Leadership & Social Entrepreneurship - Bucharest, Ro. July 2016;
 - Science meets Economy - Karlsruher Institut für Technologie, Germany. December 2016;
 - Academic Days: Retail Operations - Universidade do Porto, Portugal. March 2017.

- ESTIEM event Project Leader of:
 - Academic Days: Sustainable Business Days - Politecnico di Milano, Milan. October 2016.
- Current member of ESTIEM ALUMNI (Alumnus of the organisation for European Students of Industrial Engineering and Management). Representative of Local Group Milan in:
 - 7th IEM Caring Convention: Conscious Leadership - Lisbon, Portugal. March 2018.
 - 8th IEM Caring Convention: Social Entrepreneurship - Brussels, Belgium. September 2018.

Milan, 09.11.2022



Autorizzo al trattamento dati ai sensi del GDPR 2016/679 del 27 aprile 2016 (Regolamento Europeo relativo alla protezione delle persone fisiche per quanto riguarda il trattamento dei dati personali).
Autorizzo la pubblicazione del Curriculum Vitae sul sito istituzionale del Politecnico di Milano (sez. Amministrazione Trasparente) in ottemperanza al D. Lgs n. 33 del 14 marzo 2013 (e s.m.i.).