



curriculum vitae

PERSONAL INFORMATION

Surname	Querini
Name	Lorenza
E-mail	lorenza.querini@polimi.it

Nationality	Italian
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Date of birth	07/06/1998
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Education and training

	Ph.D. in Management Engineering
• Date (from – to)	February 2023 – Today
• Name and type of organisation providing education and training	Politecnico di Milano – Management, Economics and Industrial Engineering Department (DIG)
Duration of the program of study	3 years
• Research interest	Implementation of digital technologies for performance measurement systems in the cultural field

	Master's Degree in Economics and Management of Art, Culture, and Entertainment Profile taught entirely in English: Methods and topics in arts management (MaTAM)
• Date (from – to)	September 2020 – October 2022
• Name and type of organisation providing education and training	Università Cattolica del Sacro Cuore – Faculty of Economics, Campus of Milan
Duration of the program of study	2 years
• Principal subjects/occupational skills covered	The course aims to provide students with an advanced training in the management of for-profit and nonprofit organizations operating in the culture and entertainment sector , both national and international . To this goal, it combines knowledge concerning the specificity of visual and performing arts with skills related to business management , as well as to the regulatory discipline of the sector. Academic study is always enhanced by practice by means of individual and group projects.
• Title of qualification awarded	Master's Degree
Final mark obtained	110 Cum Laude (min 60 – max 110) – CGPA: 29.4/30

graduation thesis

Title	A (art) fair competition: on the market concentration of private galleries at art fairs
Language	English

Supervisor	Stepanova Elena
Thesis Summary	<p>The thesis studies competition in the art market section run by private galleries. The case studies of Art Basel and Art Basel Miami Beach were considered to compare the European and American markets using the galleries at the fairs as a sample. An extensive data collection was conducted using Art Basel's online catalogue to manually associate 32,000 artworks displayed from 2014 to 2019 with their exhibitors. The data gathered was processed through Excel to evaluate market shares' distribution using the Herfindahl-Hirschman Index (HHI) and the Shannon Diversity Index. The results showed that, even if both fairs' markets are "highly unconcentrated", the HHI does not remain stable but grows steadily over the years. Thus, supply is progressively more concentrated in the hands of a few players. Moreover, concentration is much higher when considering the competition between countries. Thus, supply in the private art market is increasingly controlled by the U.S. and large European countries.</p> <p>Art Basel Overtime Market Concentration</p> <p>Art Basel Miami Beach Overtime Market Concentration</p>

	Bachelor's Degree in Economics and Management of Art, Culture, and Entertainment
• Date (from – to)	September 2017 – July 2020
• Name and type of organisation providing education and training	Università Cattolica del Sacro Cuore – Faculty of Economics, Campus of Milan
Duration of the program of study	3 years
• Principal subjects/occupational skills covered	The course aims to respond to the growing need for professionals capable of managing cultural heritage and organizations by combining managerial skills with a solid and broad humanistic culture . Thus, this curriculum integrates high-profile cultural competencies in the areas of history and criticism of the visual and performing arts with teachings in the main disciplines of economics and business , correlated with basic notions of private and commercial law and sector-specific legislation .
• Title of qualification awarded	Bachelor's Degree
Final mark obtained	110 Cum Laude (min 60 – max 110) – CGPA: 29.44/30

graduation thesis

Title	Arte in Fiera: Il Mercato dell'Arte nello Spazio Fieristico (Art at the Fair: The Art Market in the Fair Space)
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Language	Italian																																																																																										
Supervisor	Magnani Giacomo																																																																																										
Thesis Summary	<p>This thesis aims to investigate the phenomenon of fairs in the art market, assessing their characteristics in Italy and Europe and the elements of their success. Firstly, the concept of “fair” is declined to the art market applying the tools of business analysis to the companies managing art fairs.</p> <div></div> <p>Figure 1: Elementary organizational structure of Artissima srl</p> <p>Moreover, the opportunities and risks for galleries at fairs are integrated with a cost-benefit analysis of art fairs' internal and external stakeholders.</p> <div></div> <p>Figure 2: Stakeholders of an art fair</p> <p>A set of five Italian and four European fairs, considered the main competitors in the industry, are then analyzed based on quantitative and qualitative data to discover their "ingredients for success".</p> <div><table><tr><th>FIERA</th><th>ARTE FIERA</th><th>ARTISSIMA</th><th>MIART</th><th>ART VERONA</th><th>MIA PHOTO FAIR</th><th>FRIEZE LONDON</th><th>TEFAF MAASTRICHT</th><th>ART BASEL</th><th>FIAC</th></tr><tr><td>Società Organizzatrice</td><td>Gruppo BOLOGNARE</td><td>ARTISSIMA S.r.l.</td><td>Gruppo FIERA MILANO</td><td>VERONAFIERE S.p.A.</td><td>DO.MO.ART S.r.l.</td><td>FRIEZE</td><td>TEFAF</td><td>ART BASEL</td><td>REED EXPOSITION FRANCE</td></tr><tr><td>Anno di Fondazione</td><td>1974</td><td>1994</td><td>1995</td><td>2004</td><td>2011</td><td>2003</td><td>1988</td><td>1970</td><td>1974</td></tr><tr><td>Sezioni</td><td>4</td><td>7</td><td>7</td><td>5</td><td>4</td><td>3</td><td>9</td><td>6</td><td>3</td></tr><tr><td>Prezzo del Biglietto Intero Giornaliero (€)</td><td>24 online, 26 presso l'evento</td><td>18</td><td>15</td><td>15</td><td>16</td><td>-</td><td>-</td><td>58 (65\$)</td><td>38</td></tr><tr><td>ESPOSITORI</td><td>155</td><td>208</td><td>185</td><td>150</td><td>135</td><td>160</td><td>280</td><td>290</td><td>199</td></tr><tr><td>VISITATORI</td><td>52.000</td><td>55.000</td><td>-</td><td>20.000</td><td>25.000</td><td>60.000</td><td>10.000+</td><td>93.000</td><td>74.580</td></tr><tr><td>COLLEZIONISTI PRIVATI E PUBBLICI</td><td>350</td><td>5.500</td><td>12.000</td><td>-</td><td>-</td><td>200</td><td>-</td><td>520</td><td>-</td></tr><tr><td>SPONSOR E PARTNER</td><td>38</td><td>46</td><td>16</td><td>42</td><td>13</td><td>17</td><td>10</td><td>15</td><td>87</td></tr></table></div> <p>Figure 3: Fundamental data on the cases under investigation</p> <p>The results show the tendency of fairs with the highest participation to offer a plurality of initiatives related to the event through the collaboration with public institutions. Another successful strategy is involving professionals hosting conferences and publishing reports about the art world, to guide them in the discovery of the market.</p>	FIERA	ARTE FIERA	ARTISSIMA	MIART	ART VERONA	MIA PHOTO FAIR	FRIEZE LONDON	TEFAF MAASTRICHT	ART BASEL	FIAC	Società Organizzatrice	Gruppo BOLOGNARE	ARTISSIMA S.r.l.	Gruppo FIERA MILANO	VERONAFIERE S.p.A.	DO.MO.ART S.r.l.	FRIEZE	TEFAF	ART BASEL	REED EXPOSITION FRANCE	Anno di Fondazione	1974	1994	1995	2004	2011	2003	1988	1970	1974	Sezioni	4	7	7	5	4	3	9	6	3	Prezzo del Biglietto Intero Giornaliero (€)	24 online, 26 presso l'evento	18	15	15	16	-	-	58 (65\$)	38	ESPOSITORI	155	208	185	150	135	160	280	290	199	VISITATORI	52.000	55.000	-	20.000	25.000	60.000	10.000+	93.000	74.580	COLLEZIONISTI PRIVATI E PUBBLICI	350	5.500	12.000	-	-	200	-	520	-	SPONSOR E PARTNER	38	46	16	42	13	17	10	15	87
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publications and articles submitted	
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Author(s) and title	A Palazzo Borromeo inaugura la giovane arte con "Segno"
Language	Italian
Publication place	Artuu Online Magazine
Date of publication	18/10/2022

Author(s) and title	Looking for Art presenta Post Pop, mostra personale di Matteo Occhipinti
Language	Italian
Publication place	Artuu Online Magazine
Date of publication	25/06/2022

Author(s) and title	"A Submerged Subversion" la personale di Thomas Soardi
Language	Italian
Publication place	Artuu Online Magazine
Date of publication	05/04/2022

Author(s) and title	A Milano "The Soft Spot", la mostra di Nathalie Djurberg e Hans Berg
Language	Italian
Publication place	Artuu Online Magazine
Date of publication	16/12/2021

certifications

GRE	-
GMAT	-
Certifications of language knowledge	Cambridge English FCE Date of examination: June 2016 Date of issue: 22/07/2016 Grade A Overall Score 183

Work experience, stages, studies abroad

• Date (from – to)	September 2022 – Today
• Name and address of firm/university	MIP Politecnico di Milano Graduate School of Business - Via Lambruschini 4/c, 20156, Milan, Italy
• Type of business or sector	Research
• Type of employment	Occasional Professional Service
• Main activities and responsibilities	<ol style="list-style-type: none"> Participation in a research project in collaboration with the Observatory for Digital Innovation in Cultural Heritage and Activities of the Department of Management, Economics and Industrial Engineering (DIG) of the Politecnico di Milano to assess the impact of digitalization projects on the organizational structure and operational activities of a set of cultural entities having won a call for proposals funded by a nonprofit organization, called Fondazione Compagnia di San Paolo. Activities carried out: <ul style="list-style-type: none"> Support to the Qualitative Analysis of Impact: <ul style="list-style-type: none"> Scheduling interviews by email with every project's PM, employees, and technological provider;

	<ul style="list-style-type: none"> ○ Conducting interviews concerning the impact of digitalization on the organizations' internal structure; ○ Realizing and analyzing transcripts of interviews; ○ Categorizing information into critical or enabling factors for the organizations' digitalization process to implement a research model; • Support to the Quantitative Analysis of Impact: <ul style="list-style-type: none"> ○ Data collection through the delivery of questionnaires to every entity under analysis; ○ Data processing through Excel to implement a research model requiring the partitioning of data according to predetermined and repeated patterns and schemes for each entity analyzed; ○ Study of secondary sources such as budgets, financial reports, and strategic plans to conduct a budget and financial analysis of all organizations from 2019 to 2021; ○ Support to the writing of a project report showing the main developments caused by the implementation of digital solutions in the organizations under analysis as a result of the funding. <p>2. Participation in a project conducted by a group of researchers from the Department of Management, Economics and Industrial Engineering of the Politecnico di Milano and from the Artificial Intelligence Research and Innovation Center (AIRIC) of the Department of Electronics, Information, and Bioengineering of the Politecnico di Milano for a major Italian public institution, called INAIL.</p> <p>Activities carried out:</p> <ul style="list-style-type: none"> • Support in conducting interviews together with the AIRIC team: <ul style="list-style-type: none"> ○ Preparing checklists for each interview to allow them to run smoothly; ○ Realizing and analyzing transcripts of interviews; ○ Producing a summary of the main documents quoted or discussed during the interview, in order to administer the request for additional documentation; • Support to the Organizational Analysis of the entity: <ul style="list-style-type: none"> ○ Running of the interviews' section dedicated to the organizational structure and operational activities of the entity under analysis; ○ Mapping of the entity' organizational structure; ○ Studying and drafting the current organizational core business implementation methods.
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• Date (from – to)	January 2022 – June 2022
• Name and address of firm/university	Kerkís. Teatro Antico In Scena di Milano – Via F. Albani 5, 20149, Milan, Italy
• Type of business or sector	Nonprofit Theater Association
• Type of employment	Occasional Professional Service
• Main activities and responsibilities	<ul style="list-style-type: none"> • Management of information systems (mailing list, social media, Google Drive); • Implementation of a communication plan and publication of content on the Association's social media platforms (Instagram and Facebook); • Implementation of organizational activities in preparation for the event, such as managing the membership book, filling out forms, managing reservations via email, phone, and Raklet platform; • Support at the event venue for spectators' reception and attendance registration; • Planning and implementation of a fundraising strategy involving the management of a crowdfunding platform; • Realization of a market research to activate collaborations with public and private entities; • Production and organization of promotional and explanatory materials aimed at participating in public and private funding calls; • Support in the organization and management of the annual members' general assembly and drafting of the final report; • Management of volunteers in collaboration with the Municipality of Milan to support the reception of spectators during events; • Training of an intern.

• Date (from – to)	12/10/2021 - 17/12/2021
• Name and address of firm/university	Kerkís. Teatro Antico In Scena di Milano – Via F. Albani 5, 20149, Milan, Italy
• Type of business or sector	Nonprofit Theater Association
• Type of employment	Internship
• Main activities and responsibilities	<ul style="list-style-type: none"> • Management of information systems (Raklet platform, mailing list, social media, Google Drive); • Implementation of a communication plan and publication of content on the Association's social media platforms (Instagram and Facebook); • Implementation of organizational activities in preparation for the event, such as managing the membership book, filling out forms, managing reservations via email, phone, and Raklet platform; • Support at the event venue for spectators' reception and attendance registration.

• Date (from – to)	27/09/2019 – 20/12/2019
• Name and address of firm/university	Galleria Rubin srl – Via Santa Marta 10, 20123, Milan, Italy
• Type of business or sector	Contemporary Art Gallery
• Type of employment	Internship
• Main activities and responsibilities	<ul style="list-style-type: none"> • Management of information systems and communication channels (website, mailing list); • Implementation of a communication plan and publication of content on the gallery's social media platform (Instagram); • Support to sales by providing customers with information concerning artworks' characteristics such as topics covered, materials used, and prices on the market; • Market research concerning the most recent trends and influential actors on the art market; • Support in the organization and management of a vernissage for the opening of a new exhibition; • Attending of an exhibition in place of the gallery owner; • Contribution to the organizational activities required to participate in the art fair ArtVerona 2019.

Personal skills and competences

Acquired in the course of life and career but not necessarily evidenced by formal certificates and diplomas.

Mother tongue	Italian
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Other language(s)	
	English
• reading	Excellent
• writing	Excellent
• speaking	Excellent

	Spanish
• reading	Good
• writing	Good
• speaking	Good

Social skills and competences	<p>My emotional intelligence has allowed me to develop strong trust-based relations every time I have had the opportunity to work in a new group. The first time I was taught how to coordinate with others to achieve common goals was when attending dance practice (from 2003 to 2017) and theatre courses by the Association Olinda Onlus (from 2014 to 2015). Those hands-on experiences at such a young age allowed me to understand the importance of finding a common language with others, regardless of different backgrounds, by drawing on</p>
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	<p>universal human experiences.</p> <p>During my academic path, my teamwork skills were further developed thanks to the opportunity to collaborate with a variety of foreign students attending my Master's Degree. I had the pleasure of working with students with different conceptions in terms of time management and division of tasks, which allowed me to rearrange my organizational model to be more flexible and open to others' needs and develop my sensitivity towards the understanding of group dynamics.</p>
Organisational skills and competences	<p>My strong organizational skills have enabled me to achieve my academic goals while taking extracurricular language and arts courses and engaging in volunteer activities. In fact, I have always wanted to do more than study, even though it is one of my greatest passions, because I am inclined to experiment with new things, pushing myself outside the limits. Thus, I learned how to manage my time to avoid being overwhelmed by my responsibilities. Because of this, from the very first group projects carried out during my Bachelor's Degree, I was identified by my peers as the leader responsible for monitoring deadlines and dividing tasks among group members. Consequently, I have developed a strong sense of responsibility and professional conscientiousness, but I am also very versatile and flexible, as I have learnt how to adapt to different working contexts.</p> <p>My academic experience was certainly enhanced by the opportunity to join the student association Culturit Cattolica, a network of students and professionals working to bring young people closer to the business world through projects in collaboration with cultural companies. Because of my passion for carrying out different types of projects (communication plans, marketing strategies, budget developments), I was chosen to join the projects team, which selects and evaluates the financial feasibility of collaborations to be proposed to the whole association.</p>
Technical skills and competences	<p>During my university career, I had the opportunity to develop my analytical, logical, and critical thinking skills thanks to the challenging projects I was expected to complete. Most of them were based on the delivery of materials such as presentations and reports, which required me to learn how to use technological tools to translate strategic plans, market analysis and research conducted according to statistical methodologies into visual and more easily interpretable representations.</p> <p>Excel has definitely been the tool whose use I have most explored over the years, due to the necessity of creating budgets and financial reports for the projects I was involved in.</p> <p>Moreover, I am familiar with all the tools of the Microsoft Office suite, including Word and PowerPoint, which I have used to produce reports, strategic plans, and slides for presentations for the many projects I have completed.</p> <p>The UCINET software and the NetDraw program were instead necessary to complete one of the courses I attended during the Master, for which I was required to learn how to analyze and graphically represent the relation between individuals in a certain social network in terms of strength and closeness.</p> <p>Lastly, all of the courses that I have attended consistently required me to deepen my knowledge concerning the use of the Canva and Photopea online graphic tools, which I have used to produce slides for presentations, financial reports, strategic plans, but also examples of social media posts, pamphlets, and promotional videos to include in marketing communications strategies, as in my Master's Degree I have also focused on the use of social media platforms such as Instagram, Facebook, LinkedIn, and Twitter to promote cultural organizations' activities to the public.</p>
Artistic skills and competences	<p>I have taken dance classes since I was 5 years old through high school. I practice modern jazz, contemporary dance, and hip-hop.</p> <p>Moreover, I attended theatre courses by the Association Olinda Onlus from 2014 to 2015, where I took part in two theatrical performances: a "double" theatrical piece involving the reinterpretation of <i>Assemblywomen</i> by Aristophanes and <i>The Bacchae</i> by Euripides; a theatrical reinterpretation of <i>Don Giovanni</i> by Molière.</p> <p>Lastly, since elementary school I have always been very fond of writing and reading. Thus, since December 2021 I have been collaborating with Artuu, an online magazine reporting news about the art world from the perspective of Millennials, for which I have currently produced four articles dedicated to developments in the contemporary art world in the context of Milan.</p>

Other skills and competences	<ul style="list-style-type: none"> • Ability to work independently and autonomously according to the surrounding context, which I acquired during university for projects and exams, during the development of my thesis, and in the several job and internship experiences I have undergone in different working environments; • Ability to conduct effective literature review and bibliographic research with the goal of finding scientific and academic articles and studies to assess the state-of-the-art concerning a certain topic, expand my knowledge, and further academic research, which I have learned during university to complete projects and exams by producing reports and essays, but also to write my thesis; • Ability to learn quickly, developed since high school because of my interest in multiple topics, hobbies, and passions, and furthered during my academic and professional path to effectively respond to all my responsibilities; • Public speaking skills, gained thanks to the several presentations realized for the university courses, but also from working with the public during my internships in a contemporary gallery and a theatre association, and from working on projects in the student association Culturit Cattolica, where I was required to give presentations and develop relations with the cultural organizations involved in the projects with the association's members; • Problem-solving skills, acquired during my academic path, but mostly during my professional career – in particular, during the internship at the theatre association, where I learned to be prepared to any inconvenience related to the unpredictability of the performing arts.
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Additional information	<p><u>Lorenza Querini – LinkedIn Profile</u></p> <p>Driving license: class B</p> <p>Hobbies: dancing, writing, reading, skiing, video games, theatre and ballet, attending art exhibitions and fairs, cinema.</p> <p>Awards:</p> <ul style="list-style-type: none"> • 2017: Scholarship for merit provided by the Istituto Toniolo - Start / Freshmen Category; • 2020: Scholarship for merit provided by the Istituto Toniolo - Run Category. <p>Volunteer activities:</p> <ul style="list-style-type: none"> • 2021: volunteer in favour of BAM – Biblioteca degli Alberi Milano for the <i>Back to the City Concert</i> by the Orchestra Sinfonica di Milano Giuseppe Verdi and Stefano Bollani; • 2021: volunteer in favour of the Nolo Fringe Festival at the InfoPoint and as venue manager for theatre performances at Spazio Hug Milano and Parco Trotter; • 2021: volunteer on behalf of DiDstudio and Itinerari Paralleli for the project <i>The Alliances of Bodies</i> during the performance installation <i>DiscOnAir</i> by Barbara Stimoli and Silvia Albanese and the lecture performance <i>Collected Screams</i> by Sarah Vanhee.
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