



POLITECNICO
MILANO 1863
SCHOOL OF MANAGEMENT

STRATEGIC PLAN

SCHOOL OF MANAGEMENT

Three-year period

2023-2025



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1.

INTRODUCTION

The School of Management of Politecnico di Milano (SoM) was formally established in 2003 and groups together the Department of Management, Economics and Industrial Engineering (DIG) and the Graduate School of Business (GSoM).

The School of Management delivers an end-to-end portfolio of services in research, education and high-level consultancy within the field of management, economics, and industrial engineering.

The School aims, on the one hand, at fulfilling the mission of Politecnico di Milano, as a state-owned University, to offer to a broad public academic and research education including BSc, MSc and the PhD Programme in Management Engineering; and, on the other hand, at responding to the requests of the corporate world, with its demand for specialised, post-graduate and post-experience education including MBAs, Specialised Masters, Executive and Corporate Education. We articulate our portfolio according to the type of programme (to reflect the target market), and whether the course awards a degree or not.

The School of Management today employs 163 Core Faculty members and 200 non-teaching staff and has over 8,000 students enrolled in degree programmes.

This document describes SoM governance structure, the internal and external context, and its positioning. Based on this, it defines SoM's strategic objectives for the three-year period 2023-2025, and identifies the strategic actions needed for achieving these objectives and the related monitoring processes.

The Strategic Plan described in this document is aligned with Politecnico di Milano's (POLIMI) strategic planning.

In line with SoM's strategic objectives and the main strategic actions, the specific activities, responsibilities, performance indicators, and related targets are defined in Annex 2. They will be subject to interim and final monitoring by the Research Committee and the SoM Board and eventually submitted for approval to the Faculty Council.

The consistency between the SoM's Strategic Plan and POLIMI's Strategic Plan is ensured by the approval of the SoM's Strategic Project in the Academic Senate following a positive evaluation of the Senate's Research Committee.

GSoM also develops a specific Strategic Plan that derives from the vision, mission and strategic priorities of SoM. Due to different timing in the direction mandate, GSoM Strategic Plan will be developed for the three-year period 2024-2026.

2.

VISION & MISSION

SoM's Vision, Values, and Mission are stated below. They are coherent and aligned with the Vision and Mission of POLIMI.

VISION

We envision a world where people lead and manage innovation and technology to pursue the sustainable development of society and respect for the individual. At SoM, passionate and engaged scholars and professionals work together in a stimulating environment and continue to develop their best capacities to contribute to international excellence in research and teaching. In synergy with the Politecnico community, they are committed to create positive impact for the organisations, the community, and society.

VALUES

SoM embraces the POLIMI core values of Responsibility, Honesty, Integrity, Respect, Professionalism, Fairness, Trust, and Transparency.

SoM is aligned with the distinctive traits of POLIMI culture: Problem-solving orientation; Engineering and technological ethos; Passion for innovation; Inter-disciplinarity; Engaged and collaborative approach; Connection with the local community; International citizenship.

MISSION

Making Innovation a common good

SoM's mission is to contribute to the common good and individual well-being through a critical understanding of the opportunities and challenges posed by technology to business and society. SoM pursues its mission with an international reach by creating and sharing knowledge through high-quality education, the quest for scientific excellence, and active community engagement.

We aim at:

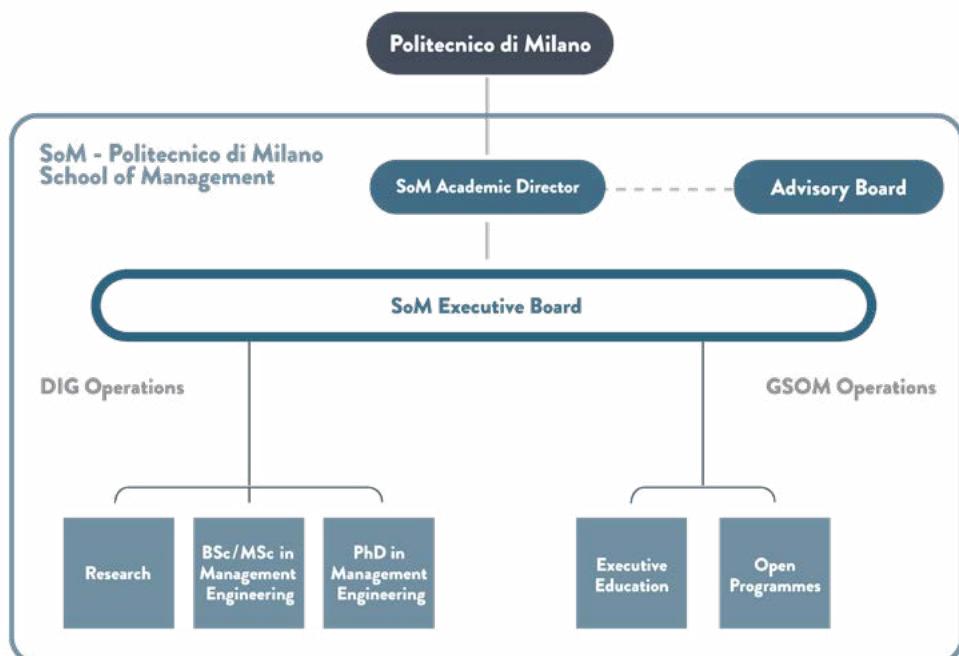
- Educating responsible individuals who will shape the future of relevant corporations and institutions to serve society.
- Promoting original, rigorous, and relevant research at the intersection of engineering, management, and economics, focusing on a deep understanding of technology and its ecosystem.
- Contributing to a sustainable and inclusive society by inspiring virtuous business practices and transformational policy measures.

3.

GOVERNANCE

The governance of SoM consists of:

- An Academic Director, who heads SoM.
- A Deputy Director for faculty management; a Deputy Director for the Graduate School; a Coordinator of the Study Programme in Management Engineering; a Coordinator of the PhD Programme in Management Engineering (DRIG); a Delegate for the Research activities; delegates for the main strategic areas of the School.
- SoM's Executive Board, which is the body that manages SoM. It consists of 14 members: the DIG Director, the Deputy Director, six professors elected by the DIG Council, the Coordinator of the Study Programme in Management Engineering, the Coordinator of the PhD Programme in Management Engineering (DRIG), the President of the Graduate School of Management (GSOM), two members appointed by the Director to supervise specific areas, and the Department Manager. As well as the Academic Director and the Deputy Directors, the other Board members have specific responsibilities or are elected members of the faculty.
- The International Advisory Board, which is balanced in terms of gender and nationality among both academic and corporate members.



SoM carries out its strategic activities through well-structured, informal teams called “Deleghé.” These teams comprise SoM Faculty and non-teaching staff who work in key areas of the School (i.e., Faculty Affairs, Research Development, Research Projects, Teaching Excellence and Innovation, Sustainability, International Relations, Accreditation and Rankings, Alumni Relations, Communication, Administrative and Organizational Processes, Facility Management).

Furthermore, SoM appoints an International Advisory Board (IAB), consisting of distinguished scholars, top executives, and excellent entrepreneurs from around the world. The IAB provides advice to the SoM Board on the School’s long-term strategies.

DIG Governance

DIG has organisational and managerial autonomy within the limits of the POLIMI Statute and current legislation. The Department strives to ensure the quality of research and fulfil its social responsibility activities in accordance with the Department’s regulations.

The main governing bodies of DIG are as follows. The Faculty Council (DIG Council) serves as the decision-making body of DIG. Every three years, it elects the DIG Director, who is also the Academic Director of the School, represents DIG in all its activities, and reports directly to the Rector. The SoM Board assists the SoM Director in managing the Department and implementing the decisions of the DIG Council.

GSoM Governance

GSoM has organisational and managerial autonomy within the strategic objectives defined at SoM level and strives to ensure high-quality postgraduate education activities and fulfil its social responsibility activities in accordance with SoM’s strategic lines.

The main governing bodies of GSoM are as follows.

The Chairman of POLIMI GSoM is responsible for the institutional relationships of the School and for its strategic development. In its tasks, it is supported by the Dean, who is focused on the development and implementation of the strategic priorities of the School, by working in close contact with the Associate Deans and Executive Directors. Both the Chairman and the Dean are indicated by the Department Council of SoM, and the official appointment takes place in the Board of Directors of GSoM.

The GSoM Board of Partners & Board of Directors provides guidelines for GSoM’s strategic development; approves GSoM’s budget and financial statements.

Moreover, the GSoM Executive Board supports GSoM’s President and GSoM’s Dean in implementing the strategies and resolutions set by SoM’s Executive Board after they have been approved by GSoM’s Board of Directors; advises and supports GSoM’s President and Dean in the internal organisation of the Graduate School. It is composed of five Associate Deans (Executive Education; Open Programs; Internationalisation and Quality; Strategic Projects; Student Engagement and Supporting Services) plus six Executive Directors.

4.

STATE OF THE ART

At the end of 2022, SoM employed 163 Core Faculty members and 200 non-teaching staff members. Also, SoM employed 190 research fellows and supported 159 PhD students enrolled in the DRIG programme. Finally, SoM benefits from the contribution of 55 Adjunct Professors and 53 Extended Faculty Members.

SoM has been awarded the three most prestigious international accreditations for business schools, i.e., AACSB, EFMD Quality Improvement System - EQUIS and AMBA, and has also received the Online Course Certification System - EOOCs certification, which testifies to the quality of management courses delivered using digital technologies.

4.1 RESEARCH

SoM research is conducted within SoM, and is organized into Research Areas and Research Lines. Research Areas include Management, Applied Economics and Industrial Engineering. Research Lines represent broad inter-disciplinary research endeavours that integrate the competencies of the three Research Areas to address relevant business, economic, industrial, and societal challenges through scientifically relevant research.

The Research Lines at SoM include: Supply Chain Management in a Rapidly Changing Context; Digital Innovation and Transformation; Energy Transition: Management, Policy and Economics; Entrepreneurship, Finance & Venture Growth; Innovating Healthcare and Life Science for Tomorrow; Innovation in the Age of Distributed Knowledge, Artificial Intelligence and Creativity; Innovating Public Services and Cultural Institutions; Manufacturing of the Future; Technologies, Data and Strategies for Customer Centricity; New Dynamics and Impact of Globalisation; Transformative Sustainability Strategies for Impact (see Annex 1 for a short description).

The scientific output generated by SoM Faculty is strong and is rapidly growing, although there is room for further improvement. In 2022, SoM Faculty published 220 papers in Scopus-indexed journals, of which 163 papers (74%) ranked in the top 25th percentile of the SJR (Scimago Journal Rank) and 60 papers (27%) ranked in the top 5th percentile of the SJR. The 2020-2022 trend is also strongly positive in terms of individual productivity and percentage of Faculty contributing to publishing, both in the number of Scopus papers and the share of Scopus top 25th and top 5th percentile papers. The scientific output of SOM Faculty has a considerable and increasing impact on the international scientific community, as evidenced by the high number of citations (more than 20,000 Scopus citations in 2022 compared to less than 6,000 in 2017, also considering the global increasing trend in the number of citations).

The results obtained in VQR 2015-19 (Evaluation of Research Quality) confirm the progress made by SoM in recent years in terms of both the quality and quantity of research outputs.

Thanks to these results, SoM has been included in the list of Departments of Excellence with the highest score (100/100). SoM submitted a proposal for the 5-year research development programme, titled "HumanTech", which aims to investigate the complex relationship between people and digital technologies. The programme proposes new technology development and adoption models and processes to accelerate the transition towards sustainable, inclusive industrial systems that prioritise individual and collective well-being. In December 2022, The HumanTech programme was successfully awarded with a budget exceeding €9 million.

SoM is involved in a significant number of projects funded by the National Plan for Restart and Resilience (PNRR) – in many cases with a central role:

1. Sustainable Mobility National Center – MOST;
2. National Research Centre for Agricultural Technologies – AGRITECH;
3. National Biodiversity Future Center – NBFC;
4. Innovation Ecosystem Multilayered Urban Sustainability Action- MUSA;
5. Extended Partnership 2 Network 4 Energy Sustainable Transition – NEST;
6. Extended Partnership 9 Growing Resilient, INclusive and Sustainable -GRINS;
7. Extended Partnership 10 Research and innovation network on food and nutrition Sustainability, Safety and Security - ON FOODS;
8. Extended Partnership 11 Made in Italy Circolare e Sostenibile – MICS.

In total, 69 faculty members are involved in these projects, with a total budget of more than €10 million.

The National Centres and the MICS Extended Partnership will involve investments in research infrastructure of more than €1 million, significantly expanding the Department's current infrastructure equipment.

Additionally, 6 SoM Faculty members were included in the list of the World's Top 2% Scientists, a global ranking of the most impacting scientists prepared by Stanford University in collaboration with Elsevier and the Scopus database of the world's scientific research. The ranking considers the quantity, quality, and diffusion of their publications developed during their careers within different scientific communities. Moreover, 13 SoM scientists were included in the list of the most impactful scientists in 2021 (the latest year analysed).

SoM has a proven track record in obtaining research funding on a competitive basis, both nationally and internationally (81 projects in the 2020-2022 period, worth about €14 million). These include the ERC-Consolidator grant obtained by a SoM researcher in 2021 and 23 projects funded under the Horizon 2020 framework programme for about €10 million. Furthermore, SoM can rely on strong, proven, long-lasting relationships and collaborations, especially regionally, with private companies, public administrations, local authorities, and relevant stakeholders. This is demonstrated by the funding for academic and practice-oriented research projects received in the 2020-22 period, totalling approximately €70 million, and by their number, counting for more than 2,200 units.

Despite the excellent results summarized above, SoM should face the challenge of strengthening collective action towards top-quality research and reducing disparities in the quality of research, especially among Junior Faculty members.

To further enhance the overall quality of research, SoM should focus on creating an optimal environment for faculty members to thrive, work, and maintain a healthy work-life balance. This will make SoM more attractive from a research standpoint while keeping a high standard of people's well-being (in particular, for Junior Faculty), despite growing pressure on people working in academia.

SoM should also aim to increase its success in securing large-size funded projects (e.g., Horizon Europe) and individual competitive grants (e.g., ERC, MSCA, FIS, FISA).

SoM strives to establish itself as an international leader in sustainable development research and, simultaneously, to consolidate its pivotal role for the local community, spanning from small- and medium-sized enterprises to civil society organisations and the local public and private institutions.

Finally, while the HumanTech and PNRR projects will grant SoM extraordinary funding, their limited duration requires a careful monitoring and control to maximise the exploitation of this exceptional opportunity to grow and to support the aforementioned improvement objectives.

4.2 TEACHING

SoM teaching portfolio encompasses a range of courses that includes core management engineering courses offered in the Study Programme of Management Engineering. Management engineering courses are also taught in most of the other Study Programmes of POLIMI. Additionally, SoM offers post-graduate, post-experience, and executive courses taught at GSoM.

Aligned with SoM's core research interests, the courses cover the full range of the management, applied economics, and industrial engineering disciplines. Particular attention is devoted to the role of technology and technological development, as well as the multifaceted relationships between business, economy, environment, and society, which are central to SoM's research agenda.

At the undergraduate (BSc) level, the courses provide essential knowledge in management engineering and develop solid conceptual and modelling competencies. At the graduate (MSc) level, the courses build upon SoM's Research Lines and incorporate advancements in SoM's research. In the first year, the courses provide background knowledge on management engineering, regularly updated to include the latest developments of the field; in the second year, the courses are organised into 14 majors closely connected to SoM Research Lines. The structure of the MSc has been designed to facilitate the constant update of the offered courses and majors, ensuring the inclusion of cutting-edge knowledge.

At GSoM we offer a diverse range of post-graduate and post experience programmes in management, ranging from Specialising Masters to MBAs and Executive MBAs to Executive and Corporate education. Overall, GSoM offers more than 40 degree programmes and trains every year more than 500 early career students, more than 1,000 managers and executives, and around 15,000 employees working in more than 150 companies. The contents covered relate to the specialist management areas in which SoM is particularly strong: Digital Innovation; Diversity and Inclusion; Economy and Finance; Energy Management and Green Transition; Humanities for Business; Innovation and DesignThinking; Leadership and Soft Skills; Marketing and Sales; Operations and Supply Chain Management; Organisation and Human Resources Management; Project Management; Real Estate; Sustainability and Social Impact; Strategy and Entrepreneurship.

SoM's courses offered to other Study Programmes provide students with a foundation in management, economics, and industrial engineering and include topics such as business economics and organisation, design and management of industrial systems, project management, industrial plants, strategy and entrepreneurship. These courses enable students

to understand the economic and managerial implications of the technologies they aim at mastering, thereby facilitating their contribution to technological development. The course offering also comprises specialised courses designed to enrich the entrepreneurial and managerial background of non-management engineers, architects and designers for their future careers, for example, in the creative, health, energy, and aerospace industries. When possible, lecturers are assigned to courses considering their research expertise and ability to bring practical tools and case studies on the specific industry or application to the students' attention.

SoM faculty members regularly update the content of their courses to keep up with the evolving knowledge and align them with the changing needs of students and other stakeholders. Furthermore, SoM places continuous attention to the ability of its faculty members to innovate teaching methods and the learning experience of students, in particular in three main areas:

- The development of laboratory courses aimed at challenging students with real-life problems, allowing them to apply the knowledge they have acquired in a context that simulates the working environment.
- The exploitation of digital technologies to enhance the learning experience. Various courses have introduced new teaching methods that rely on digital technologies. Examples include the use of videos and other materials to supplement traditional teaching, the development of virtual labs to provide students with access to real/world experience in companies, and the organisation of international collaborative classes. Moreover, thanks to the expertise achieved by GSoM and its 100% owned company FadPro, new experiential environments through augmented reality, metaverse and simulations are developed and offered.
- The implementation of innovative assessment methods. Several courses have introduced assessment methods that go beyond traditional oral/written exams. These methods include project-based assessments, complex case studies or simulation games, peer review and evaluation.

To this end, SoM has established a Centre for Teaching Excellence and Innovation and implemented a Teaching Development Programme for developing the teaching skills of its Faculty. The programme includes the following initiatives:

- Organising workshops and seminars to exchange experiences and best practices in teaching.
- Arranging activities where teachers work in pairs to redesign their courses, supporting each other in introducing innovative teaching methodologies.
- Encouraging SoM faculty to participate in training initiatives offered by POLIMI and prominent international organisations (e.g., the European Foundation for Management Development - EFMD, the Association to Advance Collegiate Schools of Business - AACSB, the Association of MBAs - AMBA, Harvard Business School - HBS).
- Promoting among Faculty the adoption of online plug-ins to offer online resources to their students through the LMS (WeBeep; <https://webeep.polimi.it/login/index.php>).
- Supporting Faculty in identifying connections between the content of different courses and exploring new ways to teach and communicate these connections to students.
- Appointing Teaching Methodology Catalysts who share knowledge on specific (innovative) teaching methods.
- Prompting the implementation of Assurance of Learning (AoL) in all SoM courses, following the guidelines of AACSB.
- Finally, SoM has a specific programme to enrich the teaching offer with competencies needed to tackle grand societal challenges.

4.3 DOCTORAL PROGRAMME

The PhD in Management Engineering (Dottorato di Ricerca in Ingegneria Gestionale – DRIG) is rooted in POLIMI's identity as a large technical university. Through the disciplines of management, economics and industrial engineering, it serves as a crucial link for contextualising technologies and fostering innovations in organisations, nurturing a systemic view towards sustainability. DRIG is a key asset for improving the quality of SoM research and expanding its international reach. After the latest enrolment, approximately 170 PhD students are currently enrolled in the programme, who receive advanced training to conduct research in management, economics, and industrial engineering.

DRIG is managed by a PhD Coordinator and a PhD Council of 24 SoM professors. Within the PhD Council, a group of six professors is selected to provide continuous support to the Coordinator, including two deputy coordinators and three delegates.

DRIG offers candidates a solid methodological background and multidisciplinary knowledge. Besides developing their PhD thesis, students attend various courses in their study plan: soft skills, research methodologies (5 ECTS each), thematic seminars and workshops (1 to 2.5 ECTS each). The development of the PhD thesis, which is the outcome of the research conducted during the PhD, is the most important activity of PhD students. They have the option to structure their thesis as an edited collection of papers or a monograph. PhD students develop their thesis under the guidance of their supervisor(s), who are members of the SoM faculty, and receive comments and support from an internal or external discussant. DRIG PhD students also have a tutor who supervises their study plan. Once a year, PhD students present their research progress to a committee of DRIG professors. The PhD Council then discusses these presentations and approve students' admission to the following year or the defense of the PhD thesis. DRIG PhD students defend their thesis in front of a grading committee consisting of international scholars.

DRIG promotes internationalisation. PhD students typically spend at least six months visiting foreign universities and/or research centres. Every year, SoM collaborates with a foreign university to co-fund a PhD scholarship, leading to a double degree. SoM has signed agreements with several highly reputed universities (e.g., Reading University, Copenhagen Business School, and Technical University Delft). SoM also finances the fourth year for PhD students who extend their PhD by spending an additional year abroad.

Since 2019, the doctoral programme has experienced a consistent growth in the number of PhD candidates (from 34 candidates enrolled in the 35th and 36th cycles to 73 in the 38th cycle) due to the relevance and appreciation of the DRIG programme focus and opportunities. The PNRR, with the substantial resources devoted to PhD scholarships, has significantly accelerated this trend.

In this context, DRIG intends to continue its original mission within SOM, proactively managing opportunities, challenges, and risks. In particular, the main challenge lies in the School's ability to sustain the steady growth in terms of both Faculty and Technical and Administrative (T&A) staff sufficiency. Also, DRIG should evolve towards a more flexible model to accommodate candidates with diverse career aspirations.

4.4 SOCIAL RESPONSIBILITY

SoM is actively engaged in several areas of social responsibility. First, SoM is highly committed to educating new generations of managers, disseminating new knowledge, and developing conceptual tools and methodologies to support companies and institutions, ultimately

benefiting society as a whole. In particular, SoM successfully runs practice-oriented research especially through the Observatories, which focus on relevant topics selected in collaboration with partner organisations in the business and policy-making communities. Observatories are active in Digital Innovation, Energy & Strategy, Innovation & Strategy, Entrepreneurship & Finance, and bring together a community of more than 170,000 managers and policymakers. Through the Observatories and other national and international research projects, SoM conducts practice-oriented research that generates valuable insights that are communicated to a wide and growing audience. In 2022, SoM organised several practice-oriented conferences (comprising approximately 400 dissemination events, with around 50,000 attendees) and published approximately 500 studies and reports commissioned by companies and government agencies.

SoM has strong, long-lasting research collaborations with many private companies and public institutions; it participates in several Polimi Joint Research Platforms and Competence Centres (e.g., the Industry 4.0 Competence Centre MADE; <https://www.made-cc.eu/en/>). SoM has recently increased the number of collaborations on practice-oriented research and knowledge transfer with non-profit organisations and social enterprises: over the past five years, the number of collaborations per year has increased from 21 to 54, involving 40 SoM faculty members and 205 students.

To disseminate research results and knowledge on management engineering, SoM has a structured media relations strategy with three objectives: (i) establishing a platform for the dissemination of scientific research towards international academicians; (ii) disseminating the research results to a broad audience of practitioners and the general public; (iii) establishing SoM and its Faculty as authoritative and insightful contributors to the debate on the key global and national topics in business, finance, industry, politics and society. Concerning the first goal, SoM launched in 2020 a quarterly e-magazine (SOMe) aimed at sharing the advances of School's research on cutting-edge topics; currently, over 700 international readers have subscribed to SOMe. As per the broad dissemination of research, SoM hosts over 120 events yearly and is quoted and cited in over 1,000 news releases on leading national and international newspapers, TVs and radios. Concerning the third goal, in 2022 only, SoM faculty members were invited as commentators and columnists by top-tier national and international media on over 30 highly significant events, such as Italian government transitions, major laws approved, energy crisis, the war in Ukraine, geopolitical dynamics and technological advances.

SoM is also active in developing and promoting entrepreneurship. In the last 3 years, SoM has obtained three patents (Cooperative Vehicular Wavefield Imaging, Storage and Management System for Elements Positioned on Collecting Members and Pointing Electromagnetic Signals Emitted by Moving Devices). The School has also facilitated the creation of several spin-off companies, accredited by Politecnico di Milano, operating in diverse fields. Triadi, since 2021, has employed advanced methodologies with a data-driven approach to support companies, financial operators, public and private entities, and the third sector in integrating sustainability and impact in their organisations. Es+ (2022) has developed a Decision Support System to support decisions in the energy management and green transition fields, while Gel Proximity (2020) is a startup operating a platform for the last mile logistics, which completed an exit in 2022, as it was acquired by the international logistics operator Mailboxes etc. Miraitek (2018) provides support for Industry 4.0. Airbloom (2018) creates artificial intelligence software to support companies using big data analytics. Holonix, active since 2010, has created software by employing Augmented Intelligence and the Internet of Things to support small and medium manufacturing enterprises in increasing their efficiency and competitiveness.

SoM also has a key role in developing and supporting entrepreneurial competencies and skills in POLIMI ecosystem, thanks to a significant number of entrepreneurship courses, training programmes and materials offered at different levels, from BSc-MSc to post-graduate and

post-experience levels (through GSoM), and by collaborating with PoliHub (<https://polihub.it/>) to support the local entrepreneurial ecosystem.

SoM actively participates in continuous education through GSoM and by collaborating with other POLIMI departments and consortia. SoM Faculty also contributed to developing many MOOCs on the POK platform (<https://www.pok.polimi.it/>). In particular, in recent years, 18 new MOOCs have been developed.

A final important area of SoM social responsibility is the strategy and actions to steer the core SoM activities towards responsibility and sustainability principles. In particular, a Sustainability Team was established in 2017. A first major achievement is introducing a process to measure and regularly monitor the alignment of SoM's teaching activities with sustainable and inclusive development. For example, in the last academic year (2021-22), 29% of teaching provided by the SoM Faculty in the MSc programme of Management Engineering was related to at least one of the Sustainable Development Goals. Also, almost 35% of core teaching hours in the MBA and EMBA programmes specifically cover sustainability topics, including climate change, responsible consumption and production, and social inequalities.

SoM has implemented various sustainability practices to promote environmentally responsible behaviour among its members. Examples range from recovering surplus food from catering services to setting up new purchasing contracts, waste collection systems to cut single-use plastics, and redistributing old, regenerated PCs to school pupils.

It is also worth mentioning that GSoM was the first European business school to receive B Corp certification, representing our further commitment to gauge and improve our impact on the overall community. This important achievement, among the other actions and initiatives that it has inspired, guided us in writing and sharing with all our stakeholders, starting from 2022, the Sustainability Plan, setting concrete objectives, which we have then translated into a set of actions, connected to specific SDGs identified as relevant to our School, which we are committed to carrying out during the course of 2023. An additional initiative, inspired by the B Corp certification, is the Business School's preparation for transformation into a Benefit Company, which involves identifying objectives and KPIs that encourage the pursuit of a positive environmental and social impact and indicate a path for continuous improvement.

Being a B Corp company, GSoM is actively involved in B Corp Italia, the Italian branch of the global B Corp movement.. Additionally is part of Co2alizione per l'Italia, a community of more than 70 B Corp certified companies committed to evolving their business and operational models towards a net-zero economy, in line with European and national objectives of ecological transition.

Among the initiatives promoted by GSoM, "Leave Your Mark" enables Faculty and Alumni to share their expertise pro bono with non-profit institutions that play a crucial role in creating a more inclusive society and a better future for all. So far, approximately 15 non-profit institutions have been supported through this program.

The School is actively involved in PRME, a leading international network that works on responsible education. Our involvement in PRME, the Principles in Responsible Management Education network at the United Nations, enables us to learn and share good practices, benchmarking our output with other comparable institutions. SoM is also a member of the Global Business School Network (GBSN), a non-profit organisation that partners with business schools, industry, foundations and aid agencies to improve access to high quality and locally relevant management education for the developing world.

Leveraging on the international connections with leading European institutions, together with the internal approach to entrepreneurship supported by our own incubators and/or accelerators, GSoM launched a competition, INNOVA Europe 2023 Challenge, in collaboration with EDHEC Business School and ESMT Berlin. Designed to tackle societal, economic and environmental challenges and supported by Microsoft Italia, it invites bachelor's and master's students to submit innovative proposals that address any one of the challenges outlined in the UN Sustainable Development Goals (SDGs).

Finally, SoM has strong links with local institutions and collaborates with them to contribute to tackling relevant societal issues. During the Covid-19 pandemic (2020-2022), the School played a central role together with Polimi's Rector supporting the Country at different levels through its knowledge and competencies: the Municipality of Milano, redesigning the "timetable of the city" to make the best use of restricted resources (e.g., public transportation) and guaranteeing a protected time zone for students going to school; the Lombardy Region, designing the mass vaccination centres and the logistics (from the layout of each hub to the operations system), and conducting a region-wide risk assessment of PCR test processes for improving effectiveness and efficiency; the Central Government advising the National Covid Task Force.

During lockdown, SoM also launched its #KeepOnLearning initiative and, from March to July 2020, put on an uninterrupted flow of content and in-depth study material for its vast community of students, businesses, alumni and partners, involving many leading managers and professionals of the highest international calibre. We held 90 live webinars, more than 20 online talks with CEOs, and these sessions attracted over 20,000 participants. A second case is a foundational contribution that SOM has given to the Municipality of Milano since 2019 in developing the network of food-recovery hubs (5 as of 2023) that collect daily the surplus food in supermarkets, corporate and school canteens, and street markets and redistribute it to those in need. SOM designed the hubs and the management system and is still in charge of network development and impact monitoring. The initiative recently won Prince William's Earthshot Prize.

4.5 INTERNATIONALISATION

SoM has a strong orientation to international exposure, being its faculty members actively involved in various international networks and scientific communities, both formal and informal. In fact, SoM faculty members hold leadership positions and are esteemed members of the most prominent academic communities in the fields of management, applied economics, and industrial engineering.

SoM is a node of a broad international network that spans across all continents. SoM's international exposure is deeply intertwined with the overall strategy of POLIMI, providing reliable contacts and opportunities on a global scale. Additionally, the strategy of GSoM has played a role in establishing long-standing international relationships. This international exposure has grown in the last years, as shown by the number of publications co-authored with international researchers (approximately 50% in 2020-22), the number of international initiatives (conferences, workshops, seminars) hosted or co-hosted by SOM Faculty (a total of 163 events in 2020-2022) and the number of funded and self-funded international projects and initiatives (27 in 2022).

Moreover, SoM has established a considerable number of formal agreements to support student mobility, as well as staff and researchers' short and medium mobility. The number of mobility agreements has increased from 186 in A.Y. 2020/21 to 215 in A.Y. 2022/23.

The number of students in international mobility in Management Engineering programmes (BSc and MSc) has constantly increased in the last three years, both in terms of outgoing and

incoming students, reflecting the School's commitment to fostering a globally diverse learning environment.

In addition, the number of international students fully enrolled on the MSc in Management Engineering has also constantly increased, from 162 in A.Y. 2020/21 to 221 in 2022/23 (24% of the students). Students' mobility and internationalisation are also promoted at PhD level (see Section 3.3). Currently, the PhD program has established more than 22 agreements with international partners. Moreover, in the past two years, an Executive PhD program has been launched in collaboration with Tsinghua University, one of the most prestigious universities in China.

As for GSoM, the number of students fully enrolled in the international degree programmes, full-time, is quite stable, with almost 45% of international students among the junior specialising masters (overall) and almost 80% of international students enrolled in the MBA full-time.

Moreover, currently 11 joint degree agreements are in place, with two new joint masters started in 2023, plus exchange agreements with 35 international institutions, located mainly in European countries, to offer international short experiences mainly to MBA, Executive MBA and some specialising masters students.

SoM has made substantial investments in hosting and welcoming international visiting professors and researchers. The number of long-term visiting scholars has increased from 5 in 2020 to 9 in 2022. Despite the challenges posed by the pandemic, the number of outgoing visiting scholars has slightly improved, especially within the Junior Faculty, thanks to the provided incentives.

Attracting international faculty members is a key aspect of the School's strategy. As of the end of 2022, SoM employs 17 foreign faculty members, including 2 Full Professors, 5 Associate Professors, 1 assistant professor (RTDb) and 8 Junior Assistant professors (RTDa). While this represents a positive outcome, SOM acknowledges that it still has progress to make in order to meet international standards among Management Schools/Departments.

4.6 RESEARCH INFRASTRUCTURES AND LABORATORIES

Research at SoM leverages the growing availability of state-of-art research and collaborative laboratories and infrastructures to combine innovative technologies with studies in management, economics and industrial engineering studies.

Currently, SoM manages 7 laboratories in collaboration with other Departments at POLIMI:

1. Internet of Things (IoT) Lab;
2. Physiology, Emotion and Experience (PHEEL) Laboratory;
3. Urbanscope Laboratory on Data Analytics for the cities;
4. Wearable and collaborative robotics (WE-COBOT) Laboratory;
5. Engineering for Sport (E4S) Laboratory;
6. Circular Factory for the Electrified Vehicles of the Future (CIRC eV) Laboratory;
7. Automotive Experience Design (AXD) Laboratory.

Additionally, three interdepartmental Laboratories are set to start their activities in the coming months:

8. POLIQI Laboratory on quantum computing;
9. Bioprinting 4.0 Laboratory;
10. CRYO Laboratory on extremely low temperatures.

SoM also runs one departmental Laboratory (Industry 4.0-Marco Garetti Lab) that enables studies on manufacturing 4.0 through a semi-automated, reconfigurable production and assembly system. Furthermore, as part of the "HumanTech" programme, SoM is launching three new laboratories before December 2023: the Behavioural Research (BRIEL) Laboratory; the Cognitive Ergonomics (CORE) Laboratory; and the Data Hub Laboratory on Advanced Analytics for management, economics, and industrial engineering research. Finally, researchers at SoM can also leverage the Industry 4.0 state-of-the-art technologies available at MADE.

SoM has also made significant investments in establishing a solid research infrastructure of proprietary databases, commercial databases, and software for supporting research activities.

Proprietary databases. SoM has a long tradition of creating large-scale databases. Prominent examples are the databases developed by the Observatories, containing information on the adoption and diffusion among corporates, SMEs and start-ups of leading-edge Digital technologies (e.g., blockchain, artificial intelligence, metaverse) and Digital trends (e.g., innovative payments, e-commerce, smart working). SoM researchers have built "VICO 4.0" within the Research Infrastructure for Research and Innovation Policy Studies (RISIS) project, financed by the European Union within the Infrastructure Line. RISIS aims to establish a distributed data infrastructure for research, innovation dynamics, and policies, and it is considered a relevant research infrastructure.

Commercial databases. SoM has also secured access to other databases, including relevant managerial, economic or technological information, such as accounting, financial or patenting data. Examples of these commercial databases include Orbis, Thomson Reuters Eikon, Crunchbase, AIDA, Pitchbook and Zephyr.

The integration of these proprietary and commercial databases forms a unique and valuable data infrastructure, which serves as a crucial asset for SoM researchers. It provides essential inputs for studies in data science and is instrumental in designing and evaluating policy actions and business practices. The creation and maintenance of this data infrastructure are key pillars of SoM's strategy for research excellence and social impact.

Software for supporting research activities. SoM researchers have access to a range of software solutions, including solutions for econometric analyses (Stata), qualitative analyses (Nvivo), survey administration (Qualtrics, Pooleverywhere), product development and quality control (Arena).

5.

CONTEXT ANALYSIS AND INTERNAL AND EXTERNAL POSITIONING

SoM has a longstanding tradition of evaluating its performance, benchmarking itself against peer institutions and soliciting feedback, advice and requests from relevant stakeholders. In particular, the development of SoM's strategic project relies on various sources of information and feedback. The POLIMI Quality Assurance Process provides valuable insights into the alignment of SoM's strategies with the POLIMI strategic plan, the quality of SoM's outcomes and areas that require improvement. The latter emerges from a benchmarking exercise with the other POLIMI departments and universities. The SoM IAB (see section 3) meets once per year with the SoM Board for one and a half days to discuss key strategic issues. Besides conducting a yearly review of the SoM strategic plan, the IAB annually discusses a specific topic for gathering feedback and suggestions on possible strategic developments in research, teaching, and social responsibility activities. The Management Engineering Alumni Council meets once or twice a year to discuss possible strategic developments in teaching and the role of Alumni in supporting SoM's strategies.

The strong ties with a relevant number of corporate partners representing different industries and company sizes, as well as the more recent acquaintance with several non-profit organisations and social enterprises, as well as local and national institutions, provide SoM with valuable insights into the research and knowledge needs of these organizations and the competencies required for future generations. This information and feedback are gathered through collaborative research projects, platforms, workshops and focus groups aimed at defining future research directions and agendas.

SoM participates in the most important international accreditations and ranking processes, mainly in Management Education. During the (re)certification visits and the interim reports, these organisations require SoM to evaluate its performance, implement improvement suggestions, continually strive for further enhancement. QS, Financial Times and Bloomberg Business Week also rank SoM. SoM actively participates in prominent international networks of Business/Management Schools, such as EFMD, ACE (Alliance of Chinese and European Business Schools), PRME (Principles for Responsible Management Education), GBSN (Global Business School Network) and CLADEA (Latin America Council Of Management Schools), . All these activities offer valuable opportunities for benchmarking, improving teaching, research,

and administrative processes, and activating quality assurance measures.

SoM regularly benchmarks itself against the most important national and international management (engineering) departments/schools through a formal data gathering and analysis process, with a particular focus on positioning in QS and FT rankings. In particular, SoM has identified two groups of international competitors for benchmarking purposes. The first group includes direct competitors, i.e. strong economics and/or management departments in European technical universities (e.g., Imperial College in London, Aalto University in Helsinki, TUM in Munich, ETH in Zurich, EPFL in Lausanne, and TU Delft). The second group includes strong departments of management and economics in generalist universities having a strong foothold in scientific and technical subjects (e.g., University of Oxford: Saïd, Warwick Business School, University of Cambridge: Judge, Edhec Business School, Strathclyde Business School, and Cranfield School of Management).

Finally, the National Evaluation of Research Quality (VQR) serves as an important benchmark for assessing the quality of SoM's academic research and social responsibility activities.

5.1 INTERNAL CONTEXT

The final review of SoM's Strategic Project 2020-2022 demonstrated significant progress in most strategic priorities set at the beginning of the three years. In several areas, SoM even outperformed the targets. The Strategic Project 2023-2025 aims to leverage the School's strengths and maintain its current performance while addressing those areas where satisfactory results were not achieved, there is the need to set higher standards or to respond to emerging priorities in the external context. In particular, the main areas of concern identified in the final review include:

- the need to engage a broader number of Faculty, especially junior Faculty, in high-quality research leading to publications in high/top-level journals;
- the need to further internationalise the Faculty and enhance the international experience within SoM;
- the need to consolidate the ability to win competitive research projects, especially at the individual level;
- the opportunity to spread the use of innovative and experiential teaching methodologies and continuously innovate teaching through the use of emerging technologies (AI, metaverse, etc.)

Moreover, SoM's emerging challenges concern the management and full exploitation of the PNRR (see section 4.1) and the HumanTech projects. In both cases, specific attention should be given to the following goals:

- promoting optimal use of the available resources to foster high-quality research, develop innovative research infrastructures, enhance Faculty research productivity and improve SoM's international reputation and attractiveness;
- integrating and managing new faculty members to exploit diversity while aligning their contributions with SoM's performance;
- creating successful and diverse career paths for the newly hired junior Faculty;
- institutionalising the research practices and collaborations developed through these projects to establish robust routines that contribute to SoM's long-term success and reputation

Finally, new challenges are emerging as a consequence of the evolution of the external environment and Education market, and in particular:

- increasing the exposure of the students to contents and experiences related to the SDGs and the purpose-driven management, in order to create a larger impact through students
- fostering the international relations and collaborations with top business schools, by offering joint initiatives not necessarily from an academic perspective.

In pursuing these goals and facing these challenges, SoM will make the best use of the resources, services, and infrastructures provided by POLIMI, complementing them with actions aimed at reinforcing or contextualising what POLIMI already offers.

5.2 EXTERNAL CONTEXT AND POSITIONING

In line with the benchmarking sources regularly used by SoM to evaluate its results, we report below the positioning of the most significant rankings.

RANKINGS

QS	<ul style="list-style-type: none"> • Mechanical, Aeronautical & Manufacturing Engineering: 7th (World); 4th (Europe); 1st (Italy) • Business and Management: 59th (World); 21st (Europe); 3rd (Italy)
FT	<ul style="list-style-type: none"> • European Business Schools Ranking: 31st; World Online MBA Ranking: 10th
BLOOMBERG BUSINESSWEEK	<ul style="list-style-type: none"> • 20th in Europe

BENCHMARKING

QS	<ul style="list-style-type: none"> • QS Engineering and Technology: 4th among technical universities; 3rd among generalist universities
FT	<ul style="list-style-type: none"> • FT European Business School Ranking: 3rd among technical universities; 7th among generalist universities

ACCREDITATIONS

EQUIS	<ul style="list-style-type: none"> • 5-year accreditation (since first awarded in 2007)
EOCCS	<ul style="list-style-type: none"> • Accredited since 2017
ASFOR	<ul style="list-style-type: none"> • Accredited since 2000
AACSB	<ul style="list-style-type: none"> • Accredited since 2021
VQR	<ul style="list-style-type: none"> • DIG was included in the list of Departments of Excellence with the highest score (100/100)

5.3 SWOT ANALYSIS

Based on the analyses discussed above, we have identified several Strengths, Weaknesses, Opportunities and Threats for SoM in the coming years. For the sake of brevity, we report here the most important ones, especially the ones on which we evaluated it is more urgent to act.

STRENGTHS

- S1. Recognition as an innovative school leveraging innovation and technology
- S2. Strong corporate relations and the ability to attract private funding
- S3. Extraordinary funding from the Department of Excellence and PNRR
- S4. Advanced teaching skills of the Faculty to cover an end-to-end programme portfolio
- S5. Good and increasing Junior/Senior Faculty ratio
- S6. Consolidated relationships with some social and non-profit organisations and local institutions based on a successful track record of initiatives

OPPORTUNITIES

- O1. Increasing importance of sustainability and social impact research, dissemination and teaching
- O2. Possibility to hire top scholars on frontier research topics
- O3. Momentum to build critical mass and wide network for developing research on grand challenges
- O4. Availability of resources to acquire relevant long-lasting research infrastructures on frontier topics in management engineering
- O5. Possibility to leverage the wide POLIMI international universities' network

WEAKNESS

- W1. Uneven quality of Faculty research
- W2. Limited number of Faculty recipients of individual competitive grants
- W3. Weak skills and habits of the Faculty to disseminate academic research results to the general public
- W4. Limited share of international Faculty
- W5. Limited recognition and influence in the academic and policy debates on sustainable and inclusive development

THREATS

- T1. Consolidation of leading international networks of Higher Education Institutions (with the risk of not being part of them) and high competition from new entrants (Consultancy and EdTech)
- T2. Harsh competition by companies and international universities for talent attraction and retention
- T3. Growing pressure on people working in academia jeopardises individual well-being and work-life balance
- T4. Increasing resource gap compared to top international universities
- T5. Challenging sustainable phasing-out of PNRR financing

6.

STRATEGIC OBJECTIVES 2023-2025

In line with POLIMI Strategic Plan, the results of the context analysis, the positioning and the SWOT analysis of the School, SoM defines the following strategic priorities (P) and objectives (O) for 2023-2025.

P1. Fostering the growth, involvement and well-being of SoM people

We aim to create an environment in which everyone can express their talents and receive adequate support to find their own balance between academic and impact research, teaching, and service to the institution. This should happen consistently and in agreement with the needs of the research groups, without compromising individual well-being. We take care, in particular, of the growth and development of Junior Faculty. We strive to involve SoM people in decision-making and taking on responsibility in SoM activities. Our goal is to cultivate a sense of pride and belonging to SoM.

Connection to SWOT: S2; S4; W1; O2; T2; T3; T5

Strategic Objectives

- O1.1. Develop Junior Faculty Research and Teaching capabilities
- O1.2 Increase the professionalism, engagement and international exposure of Technical & Administrative Staff
- O1.3 Increase the quality of work for SoM People
- O1.4 Improve the quality of internal communication to raise awareness and foster a stronger sense of belonging among all SoM People

P2. Grow as an international School, committed to advancing responsible management competencies and practices

We aim to increase our effort to achieve the standards of an international School by consolidating our achievements thus far and improving in still weak areas, especially the internationalisation of the Faculty. We are committed to advancing and transferring key management engineering competencies needed to tackle grand societal challenges through a critical understanding of the role of technology. We want to orient our path of teaching innovation and excellence towards this goal. We aim to increase our teaching offer's focus on responsible and sustainable management practices.

Connection to SWOT: S3; W4; W5; O1; T2; T4

Strategic Objectives

- O2.1 Increase the share of international faculty members
- O2.2 Enhance the international experience at SoM
- O2.3 Expand international opportunities for our students and improve the on-campus international experience
- O2.4 Promote the adoption of innovative and experiential teaching methodologies by SoM Faculty across the whole educational process
- O2.5 Enrich our teaching portfolio with competencies needed to tackle grand societal challenges also in line with the principles of responsible education

P3. Consolidating research excellence by leveraging the Department of Excellence and PNRR projects and by institutionalising collaborations and interdisciplinary research

We are committed to consolidating the research achievements of recent years and strategically guiding further growth and improvement towards a clearly stated positioning of excellence that is coherent with the aims expressed in the HumanTech project. We aim to exploit the opportunities offered by HumanTech and the PNRR projects we are involved in to establish, expand, and institutionalise an increasing number of research collaborations with other POLIMI Departments and other Italian and international research institutions. We strive to recruit talented individuals who will enrich our disciplinary and methodological perspectives.

Connection to SWOT: S1; S2; S5; W1; W2; O1; O2; O3; O4; O5; T1; T5

Strategic Objectives

- O3.1 Further increase the production of high-quality research produced across most of the Faculty
- O3.2 Increase the number of international competitive grants and funded projects
- O3.3 Successfully manage the HumanTech (Department of Excellence) programme and fully exploit the opportunities it offers
- O3.4 Exploit opportunities coming from PNRR projects
- O3.5 Establish conditions for the sustainable growth of the PhD Programme in the medium-long term

P4. Contribute to the sustainable development of the local community and the business ecosystem

We strive to increase our engagement with all the relevant stakeholders (companies, government, institutions and civil society) in the joint effort to tackle the grand societal challenges hindering the sustainable development of the local community, especially the “Milan System”. We aim to contribute to business ecosystems’ competitiveness and growth by reinforcing our leading role in supporting companies and institutions through distinctive competencies to tackle complex challenges at the intersection between management and technology.

Connection to SWOT: S1; S2; S5; W3; W5; O1; O3; O4; T1

Strategic Objectives

- O4.1 Develop a Sustainability and impact Plan for the School aligned with POLIMI's overall plan
- O4.2 Expand and institutionalise relationships with social enterprises, non-profit organisations, local policymakers and international institutions
- O4.3 Increase SoM's reputation by disseminating research results at the national and international levels
- O4.4 Strengthening the relationship with SoM Alumni, recognising them as key stakeholders for the School

SoM will continue to pursue excellence in its areas of strength, which will contribute to several POLIMI strategic priorities, namely:

- P.3.1 Diversity and inclusion, with a specific focus on gender equality;
- P.4.1 Redefined workspaces to favour new ways of working;
- F.3.3 Strengthening the supply of life-long education;
- R.3.2 Criteria for evaluating research and development policy for responsible research;
- R.3.3 Presence in European strategic research alliances and networks (Horizon Europe projects);
- RS.1.2 Broad portfolio of sustainability projects in our campuses and cities;
- RS.3.3 New platform for mutual collaboration "Polimi4non-profit";
- RS.5.3 Entrepreneurship training.

For more detailed information on the strategic objectives, please refer to Annex 2.



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ANNEX 1
Research lines

SUPPLY CHAIN MANAGEMENT IN A RAPIDLY CHANGING CONTEXT.

Businesses are facing an era of deep and rapid changes, ranging from the opportunities offered by new technologies to the threats posed by climate change and unprecedented geopolitical tensions. Their impact on the complexity of global supply chains challenges the role of all supply chain actors and influences their key decisions on innovation, sustainability and circularity, resilience, and financial performance. All these elements are investigated at both strategic and tactical level by exploring new frontiers in all the key supply chain areas: sourcing, operations planning, risk management, logistics and distribution.

DIGITAL INNOVATION AND TRANSFORMATION.

The research line investigates how digital technologies and related innovations hold a transformative impact on all sectors, on policy making, on society and, ultimately, on human beings, with a focus on how digitalization and deep tech can allow to tackle the “grand challenges” ahead of us. The research specifically targets: (i) emerging trends in digital technologies, infrastructures and applications; (ii) sector-specific and process-specific impacts of digital innovation; and (iii) new strategic, entrepreneurial, organizational and innovation models and approaches enabled and/or required by digital innovation.

ENERGY TRANSITION: MANAGEMENT POLICY AND ECONOMICS.

Research mostly focuses on the main waves of innovation who have affected the energy industry in the last decade, and specifically on the transition towards a decarbonized economy and a more sustainable energy generation and resources consumption, that triggered dramatic changes in the industry (among the others, for example, renewables, energy efficiency, smart mobility, circular economy). It includes research on projects and infrastructure provision for decarbonizing socio-technical systems, their wider implications for societal value and policy definition, as well as the modelling of their management and economic underpinnings and impacts.

ENTREPRENEURSHIP, FINANCE & VENTURE GROWTH.

The research line investigates how entrepreneurship is evolving and reshaping its locus and purpose, building on the traditional role new ventures, startups, and small medium enterprises (SMEs) play as an engine of economic development and job creation, to embrace broader and multidimensional impacts related to sustainability, diversity, and inclusion. The research specifically targets: entrepreneurial finance (venture capital, business angels, crowdfunding, IPOs and other alternative financing channels); entrepreneurial strategies and policies to design, innovate and experimentally validate original business models, and later support growth and scaling; incumbent-startup strategic collaborations; technological and digital entrepreneurship; social entrepreneurship; entrepreneurial ecosystem dynamics; entrepreneurial teams; behavioural and psychological aspect of entrepreneurship; and innovation, growth and financing of family firms.

INNOVATING HEALTHCARE AND LIFE SCIENCE FOR TOMORROW.

We carry out cutting-edge research at the intersection of technology, medicine, and management to tackle grand challenges in health and social care. We aim at contributing to the transition towards a sustainable and responsible healthcare ecosystem and the humanization of both care delivery and technology development and diffusion. Research topics include Value-Based Health Care (VBHC) & Health Technology Assessment (HTA); Digital Transformation & Telemedicine; Artificial Intelligence (AI) & Real-World Evidence (RWE); Service & Operations Redesign & Lean Management; Co-production & Chronic Care models; Foresight & Future Health.

INNOVATION IN THE AGE OF DISTRIBUTED KNOWLEDGE, ARTIFICIAL INTELLIGENCE AND CREATIVITY.

Innovation has a profound impact on people, society, and business ecosystems. This research line examines how to design technologies and innovations that are not only effective and profitable, but also meaningful to people, society, and organizations. It enables innovators, leaders, policymakers, citizens, and students to frame and lead innovation challenges in a rapidly changing world that is characterized by distributed knowledge, creativity, and blended human and artificial intelligence. This research line investigates topics such as community engagement, crowd-based innovation, innovation alliances, the role of creativity in (re)framing innovation and transformation, human and machines creativity, imagination of desirable futures, nonlinear and platform-based business mechanisms to enable ecosystem innovation, collaborative and open innovation.

INNOVATING PUBLIC SERVICES AND CULTURAL INSTITUTIONS.

The research line aims to tackle the challenges pertaining to public service providers and cultural institutions. These entities share a willingness to contribute to better citizenship, community development and Public Value. The projects embedded in this research line tackle management, regulation and innovation of public interest sectors, performance measurement and management in public organizations, service provision choices, transformation trends, such as digital innovation, service co-planning and co-design, cross-sector partnerships and networked governance, and evaluation of public sector policies and activities.

MANUFACTURING OF THE FUTURE.

Manufacturing is fundamental for job and wealth creation. The line aims to research advanced manufacturing, operations, and logistics paradigms as ways to foster industry competitiveness. These paradigms include digitalization, sustainability, energy efficiency, lean, social & human-centricity. Product life-cycle practices – including product-service systems approaches, operations excellence, quality and asset management methodologies, new distributed manufacturing models – are explored. Finally, the research also addresses the new skills, competences and work organization practices in Industry 4.0 and 5.0.

TECHNOLOGIES, DATA AND STRATEGIES FOR CUSTOMER CENTRICITY.

The research line studies customer-centric management, i.e., those cultural, organizational, strategic and marketing practices aimed at reinforcing the ability of companies to create value for the customer and for itself in the long term. This implies several challenges. First and foremost, the development of the so-called customer intimacy, which in turns raises the need to complement the (traditional) demand analysis with applied neuroscience. A second area refers to omnichannel strategy, i.e., to the decisions about the bundle of (physical and digital) channels and immersive contents allowing to pursue customer centricity at sustainable conditions. Third, the studies about the role of data in establishing customer centricity are deployed; a specific focus on quantitative (and multimodal) methods for Customer Relationship Management, marketing mix modelling, attribution modelling and attention metrics is devoted. These topics and areas are explored and analyzed both in B2C and in B2B contexts, and with an attention not only to economic returns but to the triple bottom-line.

NEW DYNAMICS AND IMPACTS OF GLOBALIZATION.

Research projects in this line aim to better understand the effects on countries, firms and workers of the recent changes in international trade patterns and multinational firms' competitiveness and strategies – including off-shoring and re-shoring dynamics. In this context, macroeconomic policies for economic and financial stability, microeconomic policies on industrial sectors, local competitiveness, digitalization and sustainability are evaluated balancing the necessity of a deep theoretical grounding with the added value of a strong applied econometric focus.

TRANSFORMATIVE SUSTAINABILITY STRATEGIES FOR IMPACT.

The increasing pressure from grand societal and environmental challenges, and the difficulty to undertake a sustainable development push companies, new ventures, hybrid and no-profit organizations, as well as public institutions to unprecedented changes. The research line aims to investigate transformative strategies and approaches, such as sustainability-oriented systemic innovation; collaboration for sustainable development, including cross-sector and multi-stakeholder initiatives; the ecosystem of social impact finance and social businesses; entrepreneurship and innovation for impact; data for good; new governance models and new policies for impact. We also develop instruments and methods for planning, measuring and reporting sustainability and impact performance. We study how to integrate deep-purpose into strategy, leadership, organizations and management models in order to craft new business and corporate models inspired by the intent of blending profit and purpose objectives preserving integrity. We orient our research to deepen specific sustainable development challenges such as the sustainability of the agri-food system, labour conditions, health and safety, sustainable investment and impact finance, social innovation, innovation in developing countries.

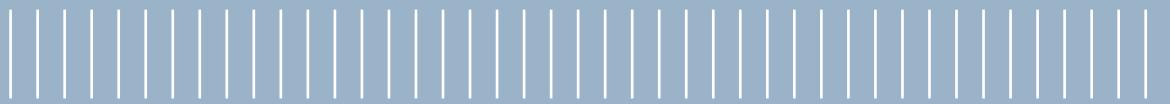


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STRATEGIC PLAN

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ANNEX 2

Strategic objectives, KPIs and targets

Note: This Annex includes strategic objectives, KPIs and targets that are relevant to the whole School of Management or that are specific for the Department of Management, Economics and Industrial Engineering. As mentioned in the Strategic Plan, GSOM will develop its specific Strategic Plan for the three-year period 2024-2026. This plan will include additional strategic objectives, KPIs and targets that are relevant specifically to GSOM.

P1. Fostering the growth, involvement and well-being of SoM people

Objective O1.1	Develop Junior Faculty Research and Teaching capabilities							
POLIMI Strategic Plan – People; Research Code Objective POLIMI Strategic Plan (PAS) P1.2; R1.4; R2.1; R2.2								
<i>Establishing a set of permanent measures and activities for the continuous development of the Junior Faculty's research and teaching capabilities, aiming at increasing the quality of the research outputs, their international exposure and involvement in the PhD programme, and their teaching skills.</i>								
Economic resources allocated for achieving the objective: 65.000€								
Planned Actions:								
<p>Action 1: Enhancing the current Junior Faculty Development Program to increase Junior Faculty Research and Teaching Capabilities through action learning with SoM Senior Faculty and other prominent International Faculty/Editors. <i>Responsible:</i> Faculty Affairs Team; Research Development Team <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 2: Co-financing the international mobility of SoM Junior Faculty with incentives towards longer visiting periods (> 4 months). <i>Responsible:</i> Faculty Affairs Team <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 3: Promoting and facilitating the participation of the Junior Faculty to the activities offered by the POLIMITalent Development and Talent Academy Programs <i>Responsible:</i> Faculty Affairs Team <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 4: Establishing a training module on “PhD supervision” for Assistant Professors (RTDa or RTT) with at least an annual edition and fostering the participation of the Junior Faculty. <i>Responsible:</i> Faculty Affairs Team <i>Time span:</i> 01-01-2023 – 31-12-2023</p>								
Responsibility for the objective: <i>Faculty Affairs Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>							
Key Performance Indicators	Method of calculation, data acquisition times and data source	Indicator	Initial Value (Jan 2023)	Final Value Expected				
KPI 1.1.1	<p>Moving average of the following indicator over previous three-year period: Percentage of Junior Faculty members publishing in Q1 Scopus journals in one year</p> <p>Number of Q1 Scopus publications: from Scopus database</p> <p>Junior Faculty (at 31/12 of the year): from Dept. official register</p> <p>Calculated by the end of March of next year.</p>	Percentage of Junior Faculty members publishing in Q1 Scopus journals	72%	80%				

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Responsibility for the objective: <i>Faculty Affairs Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>			
Key Performance Indicators	Method of calculation, data acquisition times and data source	Indicator	Initial Value (Jan 2023)	Final Value Expected
KPI 1.1.1	Moving average of the following indicator over previous three-year period: Percentage of Junior Faculty members publishing in Q1 Scopus journals in one year Number of Q1 Scopus publications: from Scopus database Junior Faculty (at 31/12 of the year): from Dept. official register Calculated by the end of March of next year.	Percentage of Junior Faculty members publishing in Q1 Scopus journals	72%	80%

KPI 1.1.2	<p>Moving average of the following indicator over previous three-year period:</p> <p>Number of top 5-percentile Scopus publications in the year / Number of Junior Faculty members (at 31/12 of the reference year)</p> <p>Number of top 5-percentile Scopus publications: from Scopus database</p> <p>Junior Faculty (at 31/12 of the year): from Dept. official register</p> <p>Calculated by the end of March of next year.</p>	<p>Number of top 5-percentile Scopus publications by Junior Faculty / Junior Faculty members</p>	0,49	0,55
KPI 1.1.3	<p>Number of active Assistant Professors (RTD/RTT) with at least three years of seniority in the position that attended the POLIMI Teaching Innovation Programme, divided by the total number of active Assistant Professors (RTD/RTT) with at least three years of seniority in the position.</p> <p>Based on the attendance register, counting attendees with at least 75% of hours of attendance.</p> <p>The number of active Assistant Professors (RTD/RTT) is computed at the end of the period.</p>	<p>Percentage of Assistant Professors with at least three years of seniority that attended the Teaching Innovation Programme</p>	85%	95%
KPI 1.1.4	<p>Number of active Assistant Professors (RTD/RTT) with at least three years of seniority in the position that attended the PhD Supervision Course (or equivalent), divided by the total number of active Assistant Professors with at least three years of seniority in the position.</p> <p>Based on the attendance register, counting attendees with at least 75% of hours of attendance.</p> <p>The number of active Assistant Professors (RTD/RTT) is computed at the end of the period.</p>	<p>Percentage of Assistant Professors with at least three years of seniority trained on PhD supervision</p>	0	80%

Objective O1.2	Increase the professionalism, engagement, and international exposure of Technical and Administrative Staff							
POLIMI Strategic Plan – People Code Objective POLIMI Strategic Plan (PAS) – P1.2								
<i>Improvement of the administrative services in term of effectiveness and efficiency for all the providers and users involved in the services' processes, by promoting the engagement and collaboration of the administrative staff.</i>								
<i>This path needs to develop more and different skills, that will be identified through a skill assessment exercise; based on this a specific and personalized training programme will be implemented.</i>								
<i>A further aim will be to increase the empowerment and internationalization of administrative staff working on specific organizational processes.</i>								
Economic resources allocated for achieving the objective: 35.000€								
Planned Actions:								
Action 1: Redesign or rethink the most critical administrative processes and procedures in view of a higher productivity and customer satisfaction through the active participation of administrative staff members, in close collaboration with the Administrative & Organizational Processes Team.								
<i>Responsible:</i> Administrative & Organizational Processes Team								
<i>Time span:</i> 01-01-2023 – 31-12-2025								
Action 2: Analysis of general and specific professional skills in order to assess which capabilities will be useful for technical and administrative staff to increase their expertise and empowerment. Define a training programme on specific professional skills complementary to the ones offered by POLIMI Human Resources Area.								
<i>Responsible:</i> Administrative & Organizational Processes Team; DM								
<i>Time span:</i> 01-01-2023 - 31-12-2023								
Action 3: Activating effective visiting-in and visiting-out programmes to internationalize staff and to learn new professional and working methods from other academic institutions.								
<i>Responsible:</i> Administrative & Organizational Processes Team; DM								
<i>Time span:</i> 01-01-2023 31-12-2025								
Responsibility for the objective: Administrative & Organizational Processes Team, DM	Timeframe for implementation of the objective: 01-01-2023 – 31-12-2025							
Key Performance Indicators	Method of calculation, data acquisition times and data source	Indicator	Initial Value (Jan 2023)	Final Value Expected				
KPI 1.2.1	Number of completed improvement projects on administrative processes activated by teams composed by T&A Staff Improvement projects are tracked by the A&O Process Team The indicator is computed at the end of each year	Number of administrative processes improved through self-managed teams	6	12				
KPI 1.2.2	Number of T&A Staff trained on general purpose courses /total number of T&A Staff; Number of staff trained on customized courses / total number of Staff Based on the attendance register, counting attendees with at least 75% of hours of attendance. The number of T&A Staff is computed at the end of each year.	Percentage of T&A Staff trained - on general purpose courses - on customized courses	97% 15%	100% 25%				

KPI 1.2.3	Moving average of Number of Staff visiting-out + Number of staff visiting-in in the previous three years period The number of T&A Staff visiting in/out is recorded in a database The indicator is computed at the end of the year	Number of T&A Staff visiting-in and visiting-out	1	5
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Objective O1.3	Increase the quality of work at SoM
POLIMI Strategic Plan – People	
Code Objective POLIMI Strategic Plan (PAS) P3.3	
<i>We aim at creating an environment in which everyone has the opportunity to express their talents, and at providing an adequate support so that both faculty and staff members can find their own work-life balance.</i>	
Economic resources allocated for achieving the objective: 50.000€	
Planned Actions:	
Action 1: Promoting or organizing initiatives (info events and seminars) on organizational wellbeing related topics (e.g. stress management, time management, assertiveness) for the faculty and Technical & Administrative Staff	
<i>Responsible:</i> Faculty Affairs Team	
<i>Time span:</i> 01-01-2023 – 31-12-2025	
Action 2: Setting up a portfolio of welfare measures for different faculty profiles and Technical & Administrative Staff, leveraging on and complementing the POLIMI offer.	
<i>Responsible:</i> Faculty Affairs Team	
<i>Time span:</i> 01-01-2023 – 31-12-2025	

Key Performance Indicators	Responsibility for the objective: <i>Faculty Affairs Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>		
		Indicator	Initial Value (Jan 2023)	Final Value Expected
KPI 1.3.1	Number of faculty members -T&A Staff that attended at least one POLIMI event on wellbeing-related topics in a three-year period / total number of faculty members -T&A Staff Based on the attendance register. The number of Faculty members -T&A Staff and the indicator are computed at the end of the period.	Percentage of Faculty members -T&A Staff that attended at least one event on wellbeing-related topics	Faculty = 0 PTA = 0	Faculty =30% PTA = 50%
KPI 1.3.2	The number of subscriptions (numerator) to different available welfare measures (mobility, integrative healthcare, and parental support) divided by the amount of SoM personnel. The indicator refers to all the profiles eligible for different welfare measures: PhDs, research fellows, temporary and permanent faculty, and technical-administrative staff. The indicator is computed at the end of the year.	Percentage of subscriptions to available welfare measures	34%	40%

Objective O1.4	Improve the quality of internal communication to raise awareness and foster a stronger sense of belonging among all SoM People							
POLIMI Strategic Plan – People Code Objective POLIMI Strategic Plan (PAS) P2.1								
<i>The action is aimed at improving effectiveness and inclusion in internal communication, through the introduction of tools aimed at making internal information more available, clearer, more used and more useful.</i>								
Economic resources allocated for achieving the objective: 30.000€								
Planned actions:								
<p>Action 1: Redesigning the DIG intranet to improve its coverage, usage and ease of use. The intranet is aimed at reducing redundancies in the interaction between faculty and administrative staff</p> <p><i>Responsible:</i> Administrative & Organizational Processes Team; Communication Team and OU <i>Time span:</i> 01-01-2023 – 31-12-2023</p>								
<p>Action 2: Developing tools to share SoM relevant information (updates, opportunities, events, etc.) in order to make it easier for the members of the SoM community to get access to it, increasing the sense of belonging</p> <p><i>Responsible:</i> Communication Team and OU <i>Time span:</i> 01-01-2023 – 31-12-2023</p>								
Responsibility for the objective: <i>Communication Team and OU</i>		Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>						
Key Performance Indicators	Method of calculation, data acquisition times and data source	Indicator	Initial Value (Jan 2023)	Final Value Expected				
KPI 1.4.1	<p>Number of administrative areas and processes covered by DIG intranet / total number of administrative areas and processes</p> <p>A list of the administrative areas and processes shall be generated to identify the area of impact. An area is covered if monthly updates are uploaded on DIG intranet</p> <p>The indicator is computed at the end of the year</p>	Percentage of the administrative areas and processes covered by DIG intranet	0%	66%				
KPI 1.4.2	The presence of the tool refers to its ideation, implementation and recurrent use for internal communication	Presence of a communication tool to share SoM relevant information	Not present	Up and running				

P2. Grow as an international School, committed to advancing responsible management competencies and practices

Objective O.2.1	Increase the share of international faculty members							
POLIMI Strategic Plan – Training	Code Objective POLIMI Strategic Plan (PAS) - F4.3							
<p><i>Increase the share of the international faculty holding a PO, PA or RTD/RTT position. The aim is to recruit under all the core research areas of the School and to expand towards new ones, such as those addressed by the HumanTech programme. In particular, we will leverage the resources that in the next three years will be devoted to external candidates only.</i></p>								
Economic resources allocated to the achievement of the objective: 260.000€								
Planned Actions:								
<p>Action 1: Increasing the visibility and reputation of the School in the international job market through participation in international conferences, academic job fairs, and continuous promotion of vacancies on online media</p> <p><i>Responsible:</i> Faculty Affairs Team; International Relations team and OU</p> <p><i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 2: Defining endowment and relocation packages for recruited international scholars according to the level of seniority and position (RTT, PA, and PO)</p> <p><i>Responsible:</i> SoM Academic Director; Faculty Affairs Team</p> <p><i>Time span:</i> 01-01-2023 – 31-12-2023</p>								
Responsibility for the objective: <i>Faculty Affairs Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>							
Key Performance Indicators	Method of calculation, data acquisition times and data source	Indicator	Initial Value (Jan 2023)	Final Value Expected				
KPI 2.1.1	<p>Number of core faculty members with a non-Italian citizenship (passport)/</p> <p>Number of core faculty members.</p> <p>The indicator is computed at the end of the period.</p> <p>The core faculty members with a non-Italian citizenship are tracked on an internal system.</p>	Percentage of the core faculty members with non-Italian citizenship	9,2%	18%				
KPI 2.1.2	Total number of new recruited faculty members (RTD/RTT, PA, or PO) that benefitted of the endowment and/or relocation packages in a three-year period.	Number of new recruited faculty members that benefitted of the endowment and/or relocation packages	0	10				

Objective O.2.2 Enhance the international experience at SoM POLIMI Strategic Plan – People; Training; Research Code Objective POLIMI Strategic Plan (PAS) - P1.1; F4.3; R3.3				
<i>We aim at enriching the international professional environment within the school for the sake of its entire people. To this end, research and teaching opportunities for international scholars are expanded and reinforced at all levels.</i>				
Economic resources allocated to the achievement of the objective: 270.000€ + 320.000€ from HumanTech + 118.00€ from POLIMI				
Planned Actions:				
Action 1: Establishing a program to attract international visiting scholars with dedicated resources and at least one annual public call. <i>Responsible:</i> Faculty Affairs Team; International Relations Team and OU <i>Time span:</i> 01-01-2023 – 31-12-2025				
Action 2: Establishing a co-financing measure for Post-Doc positions (two-years contract maximum) held by international researchers. <i>Responsible:</i> DIG Academic Director; Faculty Affairs Team <i>Time span:</i> 01-01-2023 – 31-12-2025				
Responsibility for the objective: <i>Faculty Affairs Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>			
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected
KPI 2.2.1	Annual moving average (over a three-years period) of the number of visiting positions, for research and/or teaching, held by international scholars only (PostDoc, Assistant, Associate, and Full Professors). Only visiting periods of at least 4 months in a year are computed Visiting scholars are traced on IRIS	Number of visiting positions of international scholars	7,3	10
KPI 2.2.2	Moving average of the following indicator over previous three-year period: Percentage of Scopus papers co-authored with International scholars N. Scopus publications: from Scopus database Faculty (at 31/12 of the year); from Dept. official register Calculated by the end of March of each year.	Percentage of Scopus papers co-authored with international scholars	49%	55%

Objective O2.3	Expand international opportunities for our students and improve the on-campus international experience							
POLIMI Strategic Plan – Training Code Objective POLIMI Strategic Plan (PAS) – F4.1								
<i>We aim to consolidate the efforts dedicated to the internationalization of our courses (with specific emphasis on the MSc in Management Engineering), offering a real international experience to most of our students. We want to increase the possibility for our students to participate to exchange programs by establishing international agreements that can allow them to go abroad. We want also to improve the experience of high-qualified international students in our courses.</i>								
Economic resources allocated to the achievement of the objective: 180.000€								
Planned Actions:								
<p>Action 1: Expand the number of agreements (and the relative flows). We aim to establish new agreements with schools with similar programmes, both business schools and industrial engineering schools. We plan to activate agreements which could cover both B.Sc. and M.Sc. needs. We plan also to revise the existing agreements, adding more mobility flows.</p> <p><i>Responsible:</i> International Relations Team and OU <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 2: Facilitate incoming and outgoing mobility. We plan to facilitate mobility for our students, providing better support for outgoing students and adding opportunities for incoming students, in coherence with the activities of the POLIMI international Mobility Unit.</p> <p><i>Responsible:</i> International Relations Team and OU; Coordination of the Study Program in Management Engineering <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
Responsibility for the objective: <i>International Relations Team and OU</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>	Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected		
KPI 2.3.1	N. agreements from Study Programme Database The agreements refer to all agreements available for management engineering students (promoted by both DIG and the central offices) Calculated at the end of each year	Number of active students exchange agreements	180	210				
KPI 2.3.2	N. students from Study Programme Database Calculated at the end of each year	Number of students participating to international opportunities	350	500				

Objective O2.4	Promote the adoption of innovative and experiential teaching methodologies by SoM Faculty across the whole educational process							
POLIMI Strategic Plan – Training Code Objective POLIMI Strategic Plan (PAS) – F3.2								
<i>The objective is to enrich the learning experience of students attending courses taught by SoM faculty with innovative and experiential teaching approaches. To this aim, SoM faculty will benefit from (i) periodic workshops and events for sharing and discussing teaching innovation and methodologies, and (ii) materials and tools. Moreover, research projects, e.g. testing the effectiveness of the introduction of new solutions, will be developed to contribute to the abovementioned workshops and, overall, to the debate on innovative methods in teaching in the area of management engineering.</i>								
Economic resources allocated to the achievement of the objective: 30.000€								
Planned Actions:								
<p>Action 1: Organization of events for sharing experience, good practices and innovative and experiential teaching methodologies</p> <p>Design and organization of periodic events (e.g. teaching talks) open to all SoM Faculty for sharing experience, good practices and innovative and experiential teaching methodologies applicable at all levels of the educational process (undergraduate, post graduate and PhD)</p> <p><i>Responsible:</i> CEID in collaboration with the Coordination of Study Program in Management Engineering and GSoM <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 2: Sharing of materials, promotion of events and the use of tools (e.g. Pearson plug-ins) for teaching training.</p> <p>This action is carried out in collaboration with METID.</p> <p><i>Responsible:</i> CEID in collaboration with the Study Course in Management Engineering and GSoM <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 3: Development of research projects aimed at investigating emerging trends, innovative and experiential teaching methods and their effectiveness in the management engineering field. When applicable, the empirical setting will be the courses delivered by SoM faculty. This action will be performed in coordination with METID and the School 3I. The results will be shared in the workshops organized by CEID for the SoM faculty (see objective O2.4).</p> <p><i>Responsible:</i> CEID <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
Responsibility for the objective: Centre for Teaching excellence and innovation (CEID)		Timeframe for implementation of the objective: 01-01-2023 – 31-12-2025						
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected				
KPI 2.4.1	<p>Number of core faculty participating in one year to training activities and/or used materials and tools suggested/ Total number of faculty.</p> <p>Training activities include both CEID and METID initiatives, from CEID and METID databases</p> <p>The number of the core faculty members (and the participating one) is computed at the end of every year (December).</p>	<p>Percentage of faculty that participated to at least one training activity and/or used materials and tools suggested/Faculty</p>	20%	30%				

KPI 2.4.2	Total number of research projects on teaching methods performed Calculated at the end of each year	Number of research projects on teaching methods performed	1	3
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Objective O2.5	Enrich our teaching portfolio with competencies needed to tackle grand societal challenges also in line with the principles of responsible education
POLIMI Strategic Plan – Training; Social responsibility Code Objective POLIMI Strategic Plan (PAS) – F3.2; RS1.2	

The action refers to the commitment of SoM Faculty to sustain Students and other Learners in the development of the management engineering competencies necessary to generate a positive impact on business and its stakeholders, and to contributing over their career to the solution of the big social, environmental, and economic issues affecting local and international communities

Economic resources allocated to the achievement of the objective: 33.000€

Planned Actions:

Action 1: Integration of competencies related to sustainable and inclusive development in teaching activities
This action aims at providing support to SoM Faculty to enrich their courses and other teaching activities by applying their subjects to the challenges raised by sustainable and inclusive development. To this aim, (i) the Faculty will take advantage from regular workshops to share knowledge and experiences, (ii) the responsibility and sustainability contents in courses will be measured, (iii) measurement is extended to the competencies of Alumni on responsibility and sustainability.

Responsible: Sustainability Team; CEID in collaboration with the Study Program in Management Engineering and GSoM

Time span: 01-01-2023 – 31-12-2025

Action 2: Contributing to the activation of learning initiatives in developing countries (and for their diasporas)
This action aims at engaging SoM faculty with the design and delivery of projects aimed at offering courses and other learning activities in low- and middle-income countries to local students, professionals, officers, workers, or in Italy / Europe to visiting students or professionals, migrants' communities, or expatriates from those countries

Responsible: Sustainability Team; CEID

Time span: 01-01-2023 – 31-12-2025

Action 3: Participation to relevant international networks on responsible education

This action aims at fostering active participation of SoM in international networks working on responsible education (e.g., PRME, the Principles in Responsible Management Education network of the United Nations) with the aim of learning and sharing good practices, and benchmarking with other comparable Institutions.

Responsible: Sustainability Team

Time span: 01-01-2023 – 31-12-2025

Responsibility for the objective: <i>Sustainability Team</i>		Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>		
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected
KPI 2.5.1	Moving average of total number of workshops offered to the SoM faculty about sustainable and inclusive development in teaching per year, over a three-year period Number of workshops from CEID database	N. of workshops about sustainable and inclusive development in teaching	1	3

KPI 2.5.2	<p>Number of hours on SDG-related topics delivered by SoM faculty in the courses they offer in the MSc of Management Engineering in the academic year</p> <p>Number of self-reported hours in Course Syllabi since 2024 and previously collected by the Sustainability Team</p>	Percentage of SDG-related hours taught over the total no. of hours	25%	30%
KPI 2.5.3	<p>Total number of learning initiatives led or participated by the SoM faculty for students, or professionals of/from low or middle-income countries (locally, or in Italy/Europe), including diasporas and migrants communities</p> <p>Total number of programs over the previous three-year period from Sustainability Team Database</p>	No. of learning initiatives of the SoM faculty in developing countries or with diasporas or migrants' communities from those countries	1	3

P3. Consolidating research excellence, by leveraging on Department of Excellence and PNRR projects, and by institutionalising collaborations and interdisciplinary research

Objective O.3.1	Further increase the production of high-quality research produced across most of the Faculty			
POLIMI Strategic Plan – Research	Code Objective POLIMI Strategic Plan (PAS) - N.A.			
	<i>Increase high-quality publications involving most of the Faculty through effective incentive and monitoring measures.</i>			
	Economic resources allocated to the achievement of the objective: 200.000€ + 300.000€ from GSoM			
Planned Actions:				
Action 1. Establishing an ongoing programme including monetary and non-monetary (distribution of budget for hiring and promotion) incentives and monitoring actions aimed to increase publications in high and top-quality journals by most of the Faculty. The goal is to increase the percentage of Faculty members that regularly publish in Q1 Scopus journals, as well as the number of papers published on top-5 percentile Scopus journals (top quality).				
<i>Responsible:</i> Research Development Team and OU				
<i>Time span:</i> 01-01-2023 – 31-12-2025				
	Responsibility for the objective: <i>Research Development Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>		
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected
KPI 3.1.1	<p>Moving average of the following indicator over previous three-year period:</p> <p>Percentage of Faculty members publishing in Q1 Scopus journals in one year</p> <p>Number of Q1 Scopus publications from Scopus database Faculty (at 31/12 of the year): from Dept. official register</p> <p>Calculated by the end of March of each year.</p>	Percentage of Faculty members publishing in Q1 Scopus journals	73%	80%
KPI 3.1.2	<p>Moving average of the following sub-indicator over previous three-year period: Number of top 5-percentile Scopus publications in one year/ Number of Faculty members</p> <p>Number of top 5-percentile Scopus publications from Scopus database, Faculty (at 31/12 of the year): from Dept. official register</p> <p>Calculated by the end of March of each year.</p>	Number of top 5-percentile Scopus publications / Faculty	0,45	0,50

Objective O.3.2	Increase the number of international competitive grants and funded projects							
POLIMI Strategic Plan – Research	Code Objective POLIMI Strategic Plan (PAS) - R2.3; R3.3							
<i>Defining a set of support actions and incentive measures to foster the successful participation of SoM Faculty, especially Junior Faculty, to individual competitive grants. Fostering the hiring at SoM of excellence individual grants recipients.</i>								
Economic resources allocated to the achievement of the objective: 460.000€								
Planned Actions:								
<p>Action 1: Exploit POLIMITalent Development Program and supplemental SoM measures for supporting the successful participation of the Junior Faculty to excellence individual research grants (e.g. ERC, MSCA, FIS, or FISA)</p> <p><i>Responsible:</i> Faculty Affairs Team; Research Development Team</p> <p><i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 2: Continuously scanning lists of recipients of excellence individual research grants and design a strategy to attract them at DIG.</p> <p><i>Responsible:</i> Faculty Affairs Team; Research Development Team</p> <p><i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 3: Improve administrative support to faculty in the EU projects proposal phase and project management.</p> <p><i>Responsible:</i> Research Development Team and OU</p> <p><i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
Responsibility for the objective: <i>Research Development Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>							
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected				
KPI 3.2.1	Number of high-quality applications submitted by the Junior Faculty over three years Excellence programmes: MSCA, ERC, Fulbright, FIS, FISA High quality applications: funded or 2 nd step	Number of Junior Faculty with high quality applications to national and international excellence individual research grants	3	4				
KPI 3.2.2	Total number of faculty members that are recipients of individual grants over three years Number of recipients from Research OU Database	Number of recipients of excellence individual grants hired by DIG	1	2				

KPI 3.2.3	Moving average of the following indicator over previous three-year period: Total budget of EU project acquired in the year.	Budget of acquired EU projects	3,122 M€	3,7 M€
	Budget available from Research OU files			
	Calculated by the end of March of each year.			

Objective O3.3	Successfully manage the HumanTech (Department of Excellence) Programme and fully exploit the opportunities it offers							
POLIMI Strategic Plan – Research Code Objective POLIMI Strategic Plan (PAS) - R3.1; R3.3; R4.3								
<i>We aim to successfully manage and execute the HumanTech Programme, achieving all the goals foreseen and exploiting the opportunities that it will provide to sustain the further growth of the School research activities, in terms of further funded projects, international faculty recruitment, new research infrastructure</i>								
Economic resources allocated to the achievement of the objective: HumanTech funding and co-funding - 13M €								
Planned Actions:								
Action 1. HumanTech (HT) Project Management: coordinate, manage, execute and monitor the progress of the implementation of the HT programme <i>Responsible:</i> HT Coordination Committee, DIG Projects Team <i>Time span:</i> 01-01-2023 – 31-12-2025								
Action 2. Leveraging on HumanTech resources and activities to participate to competitive grants and to attract private funding that would guarantee the long-term sustainability of research and infrastructures connected to the programme. <i>Responsible:</i> HT Coordination Committee, Research Development Team <i>Time span:</i> 01-01-2023 – 31-12-2025								
Action 3. Exploiting HumanTech projects to build long-lasting collaborations with Italian and international research partners. <i>Responsible:</i> HT Coordination Committee, Research Development Team <i>Time span:</i> 01-01-2023 – 31-12-2025								
Responsibility for the objective: <i>HT Coordination Committee</i>		Timeframe for implementation of the objective: 01-01-2023 – 31-12-2027						
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected				

KPI 3.3.1	Number of HT targets met / Total number of HT targets	% of HT targets in line with the plan	0%	100%
	Target refer to the first three-year period and are specified in the HT programme			
	Targets calculated through the HT reporting			
KPI 3.3.2	Cumulated Value of funded projects in the three years period	Budget of new research projects on competitive and private funding related to HT	0	1,8M€
	Projects related to HT from HT programme mapping			
	Value of projects from Research OU Database			
KPI 3.3.3	Number of MoU signed with international partners on HT themes	Number of long-term relationships with international partners connected to HT themes	0	3

Objective O3.4	Exploit opportunities coming from PNRR projects
POLIMI Strategic Plan – Research, People	
Code Objective POLIMI Strategic Plan (PAS) - R3.1; R3.3; R4.1; R4.3; P1.1	
	<i>We aim to exploit the opportunities coming from the many PNRR projects in which we are involved, not only in terms of hiring PhD candidates and Junior Assistant Professors (RTDa), acquiring the new research instruments and meeting the expected deadlines and goals, but also leveraging these opportunities to develop our research capability further, beyond the boundaries of the projects.</i>
Economic resources allocated to the achievement of the objective: PNRR funding – 11,1M€	
Planned Actions:	
Action 1: PNRR Monitoring: monitor the progress of the implementation of the PNRR projects, ensuring the fulfilment of the obligations and the respect of deadlines, milestones and deliverables	
<i>Responsible:</i> PNRR Program Management, Research OU (PNRR Administration), DIG Projects Team	
<i>Time span:</i> 01-01-2023 – 31-12-2025	
Action 2: PNRR Dissemination: monitor and support the dissemination of the results of the PNRR projects, leveraging their potential to strengthen DIG's positioning	
<i>Responsible:</i> PNRR Program Management, Communication Team and OU, DIG Projects Team, Research Development Team	
<i>Time span:</i> 01-01-2023 – 31-12-2025	
Action 3: Manage future career of PNRR hires: provide training and support to new hires for their career development, both within and outside Politecnico	
<i>Responsible:</i> Faculty affairs Team	
<i>Time span:</i> 01-01-2023 – 31-12-2025	

Responsibility for the objective: <i>DIG Projects Team</i>		Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>		
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected
KPI 3.4.1	Number of PNRR targets met / Total number of PNRR targets Targets calculated through the PNRR reporting	% of PNRR targets in line with the plan	0%	100%
KPI 3.4.2	Total number of dissemination events (workshops, seminars, conferences) connected to PNRR projects (co)organized by DIG Number of events from Research OU Database	Number of dissemination events	0	24
KPI 3.4.3.	Number of scholars with a job position in academia or outside at the end of 2025 / Number of scholars hired by SoM through PNRR funds (research assistants and RTDa)	Number of PNRR resources with a new position after the end of the contract	N/A	95%

Objective O3.5	Establish conditions for the sustainable growth of the PhD Programme in the medium-long term
POLIMI Strategic Plan – Research	
Code Objective POLIMI Strategic Plan (PAS) – R1.2; R1.3; R1.4	
<i>Manage the current overflow of resources for PhD in a sustainable way, keep high the quality of the PhD Programme, especially of supervision, while building the bases for sustaining the high number of PhD candidates also in the long run, through private or competitive funding, participation in international doctoral networks and attraction of international candidates.</i>	
Economic resources allocated for achieving the objective: 30.000€	
Planned actions:	
<p>Action 1: Management of the PNRR resources with a medium-term perspective, favouring agreements with institutions interested in partnerships and relations with Politecnico di Milano; at the same time keeping the international exposure that risk to be neglected under the wave of the Italian PNRR.</p> <p><i>Responsible:</i> DRIG Coordinator & Board and DRIG OU, International relations Team and OU <i>Time span:</i> 01-01-2023 – 31-12-2025</p>	
<p>Action 2: Ensure adequate supervision for doctoral students, investing in a more formal presence of younger co-supervisors, while monitoring supervisory capacity saturation and the sustainability of T&A staff support.</p> <p><i>Responsible:</i> DRIG Coordinator & Board, Faculty Affairs Team, DRIG OU <i>Time span:</i> 01-01-2023 – 31-12-2025</p>	
<p>Action 3: Design and implementation of an Assurance of learning system for the DRIG programme</p> <p><i>Responsible:</i> DRIG Coordinator, Board and OU <i>Time span:</i> 01-01-2023 – 31-12-2025</p>	

Responsibility for the objective: <i>DRIG Coordinator and Board</i>		Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>		
Key Performance Indicators	Method of calculation, data acquisition times and data source	Indicator	Initial Value (Jan 2023)	Final Value Expected
KPI 3.5.1	Total number of agreements between DRIG and foreign Universities on PhD programmes formalized and approved by POLIMI Calculated at the end of each year	No. international PhD agreements	13	18
KPI 3.5.2	Moving average over the three years of No. PhD students/(N. supervisors + N. co-supervisors)	No. PhD students/(No. supervisors + No. co-supervisors)	1,8	0,8
KPI 3.5.3	The indicator is "Yes" when the programme is designed and delivered at least once	Training programme for supervisor	No	Yes
KPI 3.5.4	The indicator is "Yes" after formal approval of the Assurance of learning system	Setting up an assurance of learning system	No	Yes

P4. Contribute to the sustainable development of the local community and the business ecosystem

Objective O4.1	Develop a Sustainability and impact Plan for the School aligned with POLIMI's overall plan							
POLIMI Strategic Plan – Social responsibility Code Objective POLIMI Strategic Plan (PAS) – RS1.1; RS3.2								
<p><i>The action aims at developing a Plan that describes the strategy of DIG to respond to the big challenges that hinder the sustainable and inclusive development of target communities, and to inspire and encourage the growth and competitiveness of business enterprises, in alignment to POLIMI Plan, by cooperating with all the relevant stakeholders and by leveraging the development and transfer of distinctive competencies at the intersection between management and technology</i></p>								
Economic resources allocated for achieving the objective: 25.000€ provided by GSoM								
Planned Actions:								
<p>Action 1: Develop a sustainability plan. Produce and disseminate a document that describes the SoM strategy for contributing to solve the big issues that hinder the sustainable and inclusive development of target communities, and for promoting the growth and competitiveness of business enterprises, in alignment with POLIMI Plan <i>Responsible: SoM Board, Sustainability Team</i> <i>Time span: 01-01-2023 – 31-12-2023</i></p> <p>Action 2: Measure SoM impact through the BSIS (Business School Impact System) approach (and obtain the BSIS certification). Select and assess SoM impact dimensions consistently with the BSIS approach, produce Impact and External Reports, undergo BSIS auditing, obtain BSIS certification. <i>Responsible: SoM Board, Accreditations &Ranking Team, Sustainability Team</i> <i>Time span: 01-01-2023 – 31-12-2023</i></p>								
Responsibility for the objective: <i>Sustainability Team</i>		Timeframe for implementation of the objective: 01-01-2023 – 31-12-2025						
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected				
KPI 4.1.1	Total number of SoM Sustainability Plan produced and disseminated in the three-year period	No. of SoM Sustainability Plans published	0	3				
KPI 4.1.2	The indicator is "Yes" if SoM has produced its Impact Report to be presented to the BSIS external auditors and certification is awarded by BSIS	Impact Report, External report and BSIS certification	No	Yes (Dec 2023)				

Objective 04.2	Expand and institutionalise relationships with social enterprises, non-profit organisations, local policymakers and international institutions							
POLIMI Strategic Plan – Social responsibility Code Objective POLIMI Strategic Plan (PAS) – RS3.1; RS3.2; RS3.3; RS4.2								
<i>Deepen, expand and stabilize the linkages with secondary stakeholders, such as social enterprises, non-profit organizations, policymakers and other institutions, and engage them in collaborative initiatives to tackle the grand societal challenges that affect the target communities and hinder their sustainable and inclusive development</i>								
Economic resources allocated for achieving the objective: 35.000€								
Planned Actions:								
<p>Action 1: Reinforce and institutionalize current relationships. Maintain the teaching and research collaborations of the SoM faculty with social enterprises, non-profit organizations, policymakers and other institutions, and strengthen them by making these stakeholders long-term partners of the School and enlarging the number of disciplinary areas who participate in the collaboration.</p> <p><i>Responsible:</i> Sustainability Team <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
<p>Action 2: Develop proprietary tools to support social and sustainable innovation. Collect and disseminate the instruments designed and validated by the SoM researchers to assist business, social and policy organizations in their efforts to assess the social challenges affecting their stakeholders and target communities and to design and deliver social and sustainable solutions in response to those challenges.</p> <p><i>Responsible:</i> Sustainability Team <i>Time span:</i> 01-01-2023 – 31-12-2024</p>								
<p>Action 3: Participate in the development of initiatives in collaboration with international institutions and organizations. Engagement of the SoM faculty with the design and delivery of initiatives aimed at fostering the development of low- or middle-income countries and their communities, including their migrants' communities and their diasporas, in collaboration with international partners</p> <p><i>Responsible:</i> Sustainability Team <i>Time span:</i> 01-01-2023 – 31-12-2025</p>								
Responsibility for the objective: <i>Sustainability Team</i>		Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>						
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected				
KPI 4.2.1	<p>Moving average over previous three-year period of the following indicator: yearly number of active collaborations with social and institutional partners that are multi-year, or have been reactivated with past partners</p> <p>Number of multi-year or reactivated collaborations from Sustainability Team Database</p>	Number of long-term collaborations per year	10	20				

KPI 4.2.2	The indicator is "Yes" if an open-access repository of the SoM instruments for assessing and delivering social and sustainable innovation has been designed and activated	Repository of SoM tools for social and sustainable innovation	No	Yes (Dec 2024)
KPI 4.2.3	<p>Total number of development projects (research, innovation, capacity building), led or participated by SoM faculty with international partners over a three-year period</p> <p>Total number of projects over the previous three-year period from Sustainability Team Database</p>	Number of development projects	1	3

Objective O4.3	Increase SoM's reputation by disseminating research results at the national and international levels
POLIMI Strategic Plan – Social responsibility	
Code Objective POLIMI Strategic Plan (PAS) – RS2.1 RS2.2	
<i>Enhance the influence of SoM in academic, policy and social debates on economic growth, sustainable and inclusive development, by disseminating the best results of SoM research in leading media and institutions at national and international level</i>	
Economic resources allocated for achieving the objective: 350.000€	
Planned Actions:	
Action 1: Define a strategy to communicate our research activities and results to institutions and decision makers leading the economic and sustainable development agenda. This action would enables SoM representatives and single SoM voices to increase the visibility and recognition of SoM research results by reaching the most prestigious national and international media, and the networks and fora animated by reputable international institutions (ex. directorates and committees of institutions such as the organizations of the United Nations system, the European Commission, the OECD) namely the information sources that are likely to influence academic, economic and policy leaders.	
<i>Responsible:</i> Communication Team, Research Development Team, Sustainability Team	
<i>Time span:</i> 01-01-2023 – 31-12-2023	

Action 2: Acquiring skills for research dissemination to the general public. Develop internal competencies with the support of external experts and consultants to translate scientific research into knowledge that can be disseminated to the general public. Develop a social media strategy to value and promote SoM knowledge and to improve SoM reputation to different types of audience.
<i>Responsible:</i> Communication Team
<i>Time span:</i> 01-01-2023 – 31-12-2025

Responsibility for the objective: <i>Communication Team</i>		Timeframe for implementation of the objective: 01-01-2023 – 31-12-2025		
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected

KPI 4.3.1	The indicator is "Yes" if a strategy and an action plan to communicate research activities to highly reputable, influential and open/reachable media is defined and implemented	Strategy and action plan to communicate research activities and results	No	Yes
KPI 4.3.2	Yearly number of articles, interviews and posts published in media and networks. Articles, interviews and post should be published in media aligned with the defined strategy Number of articles from Communication OU Database	Number of scientific papers turned into a general public oriented article	3	12
KPI 4.3.3	Yearly number of posts Number of posts from Communication OU Database	Number of posts on research-related topics for social networks	0	50

Objective O4.4	Strengthening the relationship with Management Engineering alumni, recognizing them as key stakeholders for the School					
POLIMI Strategic Plan – Social responsibility Code Objective POLIMI Strategic Plan (PAS) – N.A.						
<i>Strengthening the relationship with the Management Engineering alumni, in close collaboration with the work already done at the university level and at the GSoM level</i>						
Economic resources allocated for achieving the objective: 45.000 € + 45.000 € provided by GSoM						
Planned Actions:						
Action 1: Mapping and profiling alumni from the Management Engineering Study Programme (Mentorship, assessment centre, Companies Engagement-PW, alumni council) and GSoM (alumni club) initiatives <i>Responsible:</i> AlumniTeam <i>Time span:</i> 01-01-2023 – 31-12-2023						
Action 2: Finetuning the initiatives with which alumni are involved, to both increase the opportunities to meet and the depth of the Alumni-SoM relationship. <i>Responsible:</i> AlumniTeam in collaboration with the Study Program in Management Engineering <i>Time span:</i> 01-01-2023 – 31-12-2025						

Responsibility for the objective: <i>Alumni Team</i>	Timeframe for implementation of the objective: <i>01-01-2023 – 31-12-2025</i>			
Indicator for the objective	Method of calculation, data acquisition time, and data source	Indicator	Initial value (Jan 2023)	Final value Expected

KPI4.4.1	Total number of Alumni that are involved in at least one SoM initiative in the year	Number of alumni in the DB actively involved in the relationship with DIG	50	70
	Number of Alumni from Alumni Team records			
	Calculated at the end of the year			
KPI4.4.2	Total number of meetings organized by SoM in the year	Number of meetings with Alumni	10	20
	Number of events from Alumni Team records			
	Calculated at the end of the year			

Acronyms and definitions:

- *T&A Staff: Technical and Administrative Staff (Personale Tecnico Amministrativo)*
- *DM – Department Manager*
- *Junior Faculty: Post-Docs, Junior Assistant Professors (RTDa), Assistant Professors in Tenure Track (RTT)*
- *Core Faculty: Assistant Professors, Associate Professors, Full Professors*
- *OU: Organizational Unit*
- *CEID: Centro per l'Eccellenza e l'Innovazione Didattica – Centre for Teaching Excellence and Innovation*
- *A&O Process Team: Administrative&Organizational Processes Team*
- *HT: HumanTech*
- *METID: Metodi e tecnologie Innovative per la didattica*
- *PRME: Principles in Responsible Management Education*
- *BSIS: Business School Impact System*