

*ASP XVII cycle
Winter School 2022
March, 07-11*
AGENDA

THE INTANGIBLE MATTER OF PLACES: IMPACT AND INNOVATION COMMONS

Richard Nelsons' icastic sentence "If we can land a man on the moon, why can't we solve the problems of the ghetto?" is often used to compare our ability to manage and solve very complex technological challenges with our disheartening impotence when dealing with social challenges, such as inclusion and inequalities, due to their intrinsic nature of wicked problems. But what if, instead of comparing our ability to deal with these classes of problems, we tangle them up? One obvious outcome would be an inextricable bundle of even more unsolvable problems. The unlikely alternative one is the appearance of new dazzling solutions.

Wicked problems are the playground of ASP students. Their challenge is coupling technological opportunities and social problems to create a tech-intensive innovation district that is intrinsically conceived to produce desirable social outcomes, inclusion, and equal opportunities. Within such a vision, new institutional arrangements between public and private actors are needed to pursue actionable conventions that can trigger economic viable and investment-intensive solutions to social and environmental problems. Achieving such a vision is, however, a contentious endeavour and can present public and private actors with challenges and trade- offs. It is exactly the management of such trade-off through common goods and infrastructure the heart of the learning experience that students will be offered.

Students will be asked to design commons, shared intangible infrastructures that are set to deliver social and environmental impacts through innovation. Impact and innovation commons are public-private partnership schemes, impact finance and investing instruments, innovation governance schemes, impact-oriented models of entrepreneurship and, ultimately, their institutional arrangements. Students will learn how to:

- navigate stakeholders' expectations and pursue actionable conventions between public and private actors that promote economic objectives through sustainable innovation and impact for society and the environment;
- select and tailor impact finance instruments, public-private schemes, governance arrangements and entrepreneurial models to realise such conventions and pursue multiple objectives;
- embed impact in institutional arrangements through ex ante impact measurement infrastructures that are jointly designed and implemented by both public and private actors;
- manage impact embeddedness through informed, measure-driven impact management tools that are responsive to and/or generative of innovation entrepreneurship and transformations.

The case of MIND Milano (<https://www.mindmilano.it/>) will serve as empirical background to inspire ASP students to design their commons. MIND Milano is an ambitious project by Lendlease and designed to transform the former Expo area of Milan into an innovation district with high impacts and technology potential for society and the environment.

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Co-coordinator	
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Invited lecturers and speakers	
Name	Giovanni Azzone
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Name	Irene Bengo
Affiliation	Politecnico di Milano, School of Management Tiresia

Name	Ellen van Bueren
Affiliation	TU Delft Delft University of Technology, Department of Management in the Built Environment

Name	Benedetto Camerana
Affiliation	Camerana&Partners

Name	Igor Guida
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Name	Stefanie Kneer
Affiliation	Atypical

Name	Gorgi Krlev
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Name	Leone Pattofatto
Affiliation	Equiter

Name	Paolo Petracca
Affiliation	Fondazione Triulza

Name	Matteo Robiglio
Affiliation	Politecnico di Torino Dept. of Architecture and Design

Name	Andrea Ruckstuhl
Affiliation	Lendlease

Name	Angela Simone
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Name	Maurizio Sobrero
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Name	Veronica Vecchi
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Tutors	
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Course Structure and Teaching	
Description	All students will share main theoretical/plenary sessions (Monday to Wednesday). Monday afternoon will be dedicated to welcoming ASP students and introducing them to the main concepts of the school and MIND Milano. Tuesday and Wednesday will be dedicated to exploring, from different perspectives, MIND Milano ecosystem, the bridge between physical and intangible masterplans, different forms of impact and innovation commons and ways to manage and measure their impacts. Between Wednesday afternoon and Friday morning, ASP students will engage with practical sessions. On Wednesday and Thursday, students will work in 21 parallel groups with the constant support of tutors providing them with practical tools to perform their tasks as follows. The 21 groups will represent different MIND actors, and will be tasked to define an impact strategy for each assigned actor. The aim will be to provide each actor with impact objectives and strategies that are propaedeutic to the creation of bundles of impact and innovation commons that can support MIND with achieving its vision. Thursday will conclude with a session on multi-actor negotiation techniques to prepare the students for the activities of Friday morning, when all students will be involved in a negotiation phase. On Friday, students will move from a configuration of 21 groups to one made of 4 groups in total, corresponding to 4 negotiation tables. Each actor will negotiate their intents and build relationships with other MIND actors in each negotiation table, in order to come up with a possible scenario describing an ecosystem like MIND. The final output will be made of 4 different scenarios reflecting 4 possible ecosystems within MIND. The School will conclude with a summary of learning, which is intended to provide a general overview of themes, concepts and topics covered over the week.

Date	Programme
Monday, March 7 th	<p>14.00 – 14.15 Emilio Paolucci Welcome to the School</p> <p>14.15 – 15.30 Giovanni Azzone From Loano ... to Loano - MIND Milano: a prequel and the role of Arexpo today</p> <p>15:30 – 16:45 Mario Calderini Introduction to Impact and Innovation Commons</p> <p><i>Break</i></p> <p>17:00 – 18.15 Angela Simone Governing research and innovation responsibly</p> <p>18.15 – 18.30 Mario Calderini & Tutors School Activities and Week Format</p> <p>18:30 Welcome drink – Guest Speaker: Benedetto Camerana Exponential innovation in urban design – the challenge of Propotech and ESG</p>
Tuesday, March 8 th	<p>09:00 – 9:15 Introduction to morning agenda and speakers</p> <p>9:15 – 11:00 Andrea Ruckstuhl Tech-intensive Innovation Districts: MIND Milano and the role of Lendlease</p> <p><i>Break</i></p> <p>11:15 – 13:00 Gorgi Krlev Institutional arrangements and strategies for impact</p>

	<p><i>Lunch</i></p> <p>14:00 – 14:15 Introduction to afternoon agenda and speakers</p> <p>14:15- 16:00 Matteo Robiglio Connecting physical and intangible masterplans</p> <p><i>Break</i></p> <p>16:15 – 18:00 Veronica Vecchi Impact public-private partnerships</p> <p>18:00 – 19:00 Hans de Bruijn and Ellen van Bueren Managing systems of governance for impact</p>	
<p>Wednesday, March 9th</p>	<p>09:00 – 09:15 Introduction to morning agenda and speakers</p> <p>09:15– 11:00 Maurizio Sobrero Impact Entrepreneurship and Innovation</p> <p><i>Break</i></p> <p>11:15 – 13:00 Stefanie Kneer An insight into impact investing</p> <p><i>Lunch</i></p> <p>14:00 – 14:15 Introduction to afternoon agenda and speakers</p> <p>14:15 – 16:00 Irene Bengo and Ellen van Bueren Impact Management and Measurement</p> <p><i>Break</i></p> <p>16:15 – 17:30 MIND Stakeholders Exploring perspectives on MIND Milano</p> <p>17:30– 19:00 Tiresia Tutors Get to Know your Tutor / Kick off Parallel Group Projects</p>	
<p>Thursday, March 10th</p>	<p>09:00 – 13:00 Tiresia Tutors Parallel Group Projects</p> <p><i>Lunch</i></p> <p>14:00 – 17:00 Tiresia Tutors Parallel Group Projects</p> <p>17:00 – 18:00 Hans de Bruijn</p>	<p>9-16 Multidisciplinary projects</p>

	Multi-actor negotiation techniques 18:00 – 19:00 Meeting the Alumni	
Friday, March 11 th	09:00 – 11:30 Hans de Bruijn, Ellen van Bueren and Tiresia Tutors Negotiation sessions <i>Break</i> 11:45 – 13:00 Mario Calderini Panel Plenary session: negotiation results and school takeaways	

Parallel Group Projects (Tutors)

Wednesday March, 9 th & Thursday March, 10 th	21 groups overall representing different MIND actors will be tasked to define an impact strategy for each assigned actor. Each group will provide start-ups, corporations, public and private actors, and impact investors operating in MIND with impact objectives and strategies that are propaedeutic to the creation of bundles of impact and innovation commons that can support MIND to achieve its vision. The tutors will support their assigned teams in the conduction of work and in giving information about the represented actors. Each academic tutor will be representing 2 actors and will keep contact with the actors' representative. A detailed structure of the activities will be provided during the week. Supporting materials to conduct the activities will be also provided.
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Parallel Group Projects (Hans de Bruijn, Ellen van Bueren, Tutors)

Friday March, 11 th	Students will move from a configuration of 21 groups to one made of 4 groups in total, corresponding to 4 negotiation tables. Each negotiation table will host about two representatives from each group representing each of the 21 MIND actors. Each actor will negotiate their intents in their respective Negotiation Table and will build relationships with other MIND actors to come up with a possible scenario describing an ecosystem like MIND. The final output will thus be made of 4 different scenarios reflecting 4 possible ecosystems within MIND. A detailed structure of the activities and rules will be provided during the week. Supporting materials to conduct the activities will be also provided.
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Informal discussion: multidisciplinary projects

Thursday March, 10 th	09:00 Life2SLB 09:15 AOF 09:30 SoCo 09:45 S2E 10:00 Into the Digital Odyssey 10:15 TESNIR 10:45 FUSS 11:00 TNA(A22)MSA 11:15 REGIM 11:30 L.A.D.E 11:45 WOW 12:00 YOU FOR ALL 12:15 DEUHR 12:30 SHADER 12:45 AIS4SIA	14:15 GreenTA 14:30 GROMA 14:45 SMARTCARS 15:00 HOST2026 15:15 HEIDI 15:30 METROSKY
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Course format	
What	Winter School 2022
Where	Loano
When	March, 2022 07-11

Papers (<i>students' group work</i>)	
Task	Each ASP Team Project will be tasked with writing a group-based paper related to the topic of the school.
Paper title	Joining an impact-driven ecosystem like MIND Milano: opportunities and challenges
Paper structure	<p>Students are required to use supporting evidence and examples to critically appraise opportunities and challenges arising from creating and managing impact and innovation commons in the context of an ecosystem like MIND. Students are encouraged to inform their papers by using both theory (e.g. lectures and readings list) and practice (e.g. examples from the testimonials from the school; the experience gained during the school by working in groups; business cases), while grounding the assignment on their own ASP by conceiving it as a substantive part of the MIND ecosystem.</p> <p>Structure suggested:</p> <ul style="list-style-type: none"> • Introduction: this section is conceived to provide the topic of the essay and give some relevant, yet concise, background information regarding students' projects. Ideally, the introduction could be structured into two main parts. The first part includes general statements aimed at introducing the topics and give the reader the appropriate background information needed to navigate the essay; the second part should be a thesis statement aimed at showing the structure and the contents of the essay. This part is not conceived to spoiler in detail the full contents of the essay, however it should list the main controlling ideas of the argument and may indicate the method of organisation of the essay. This part should count for around 10% of the overall word count. • Main Body: in this section students are expected to fully develop their argument. By leveraging on the experience of the Winter School, students should examine the opportunities and challenges that an impact-driven ecosystem like MIND Milano presents to their ASP projects. The different types of impact and innovation commons analysed, namely impact entrepreneurship, private and public impact investing and partnerships should be used to guide your argument by reflecting on the impact generation potential that the relationships between these commons imply for the MIND ecosystem. This section should explore the opportunities and challenges that arise when such commons interact to form a tech-intensive innovation district that is designed to achieve desirable social outcomes, such as inclusion and equal opportunity. The use of appropriate evidence and examples is not only encouraged but critical for the purposes of the essay. Theoretical references from lectures and the reading list should back students' arguments, while practical examples seized throughout the Winter School should root their views in real-world scenarios. Students are recommended to use their own ASP project to ground their points in practice, and thus conceive it as a substantive part of the MIND ecosystem. This part should count for around 80% of the overall word count. Given the length of this section, students are expected to break the section down into appropriate paragraphs in order to guide the narrative flow. • Conclusions: this section should serve as way to draw fruitful conclusions from the reasoning in the previous section. Although necessary to summarise and condense the main points addressed in the essay, this section should <u>not</u> be a reiteration of what has been previously stated. Instead, it should be a good opportunity to weave together all the threads of the essay in a succinct and convincing way, and also potentially show what new questions or possibilities, if any, it has opened up. This part should count for around 10% of the overall word count. <p>Word count: 10,000 ($\pm 10\%$) excluding references</p>
Instructions	You are asked to write a group-based essay that discusses opportunities and challenges when such commons interact with each other to create a tech-intensive innovation district that is intrinsically conceived to produce desirable social outcomes, inclusion, and equal opportunities. You should use evidence/examples to illustrate your points and, more importantly, your ASP project.

	<p>If there are three or more authors, simply quote the surname of the first one followed by “et al.” which means “and others”. Example:</p> <ul style="list-style-type: none"> • Calderini et al. (2021) noted that... <p><u>c) Corporate or another institutional author</u> If the author is an organisation or group regard that as the author, e.g. a report published by Lendlease or the Italian Government. Example: (Lendlease 2021) or (The Italian Government, 2021)</p> <p>2. Reference list The reference list is located after the end of the text of the paper but before any appendices. It is arranged alphabetically by the author's surname (or first word of title, if no author). Journals, conference papers, newspapers and any other material cited should not be separated. For ease of demonstration, each will be shown independently here.</p> <p><u>a) One or Multiple authors</u> Articles from Journals Surnames of author(s), followed by initial(s). Commas used to separate the author(s) (Year of publication) Title of article. Title of journal. Volume (may be abbreviated to vol.) (Part number), Page range. (abbreviated to p/pp.). Example:</p> <ul style="list-style-type: none"> • Calderini, M., Chiodo, V. and Michelucci, F.V. (2018), "The social impact investment race: toward an interpretative framework", European Business Review, Vol. 30(1), pp. 66-81 <p><u>b) Corporate author</u> If the author is an organisation or group regard that as the author, e.g. a report published by Lendlease. Note that the date is given after the publisher in this instance. Example:</p> <ul style="list-style-type: none"> • Lendlease. Lendlease Europe Progress Towards Mission Zero. Lendlease Europe, 2021. <p><u>c) Newspaper (author unknown)</u> Title of Newspaper, (Year of publication), Title of article, Date of publication. Example:</p> <ul style="list-style-type: none"> • The Economist, (2019), How to fight rare diseases with radically open innovation, Nov 27th 2019.
Deadline	14th April 2022

Reading list and materials for the activities	
	See OneDrive & DropBox platforms