

ASP XVII cycle **Winter School 2022**

March, 07-11 | Loano (SV)

THE INTANGIBLE MATTER OF PLACES IMPACT AND INNOVATION COMMONS



New European Bauhaus
beautiful | sustainable | together

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.

Coordinator

Name Mario Calderini
Affiliation Politecnico di Milano, School of Management | Tiresia

Co-coordinator

Name Hans De Bruijn
Affiliation TU Delft | Delft University of Technology, Public
Administration/Organisation and Management

Invited lecturers and speakers

Name Giovanni Azzone
Affiliation Politecnico di Milano, Dep. of Management, Economics and
Industrial Engineering (DIG)

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
Affiliation Stripes Cooperativa Sociale Onlus

Name Stefanie Kneer
Affiliation Atypical

Name Gorgi Krlev
Affiliation University of Heidelberg

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
Affiliation	Fondazione Bassetti
Name	Maurizio Sobrero
Affiliation	University of Bologna
Name	Veronica Vecchi
Affiliation	SDA Bocconi School of Management

Tutors

Name	Federico Bartolomucci
Affiliation	Politecnico di Milano, School of Management Tiresia
E-mail	federico.bartolomucci@polimi.it
Name	Enrico Bellazzecca
Affiliation	Politecnico di Milano, School of Management Tiresia
E-mail	enrico.bellazzecca@polimi.it
Name	Leonardo Boni
Affiliation	Politecnico di Milano, School of Management Tiresia
E-mail	leonardi.boni@polimi.it
Name	Alice Borrello
Affiliation	Politecnico di Milano, School of Management Tiresia
E-mail	alice.borrello@polimi.it

Name Danny Casprini
Affiliation Politecnico di Milano, School of Management | Tiresia
E-mail danny.casprini@polimi.it

Name Chiara Cremasco
Affiliation Politecnico di Milano, School of Management | Tiresia
E-mail chiara.cremasco@polimi.it

Name Ambra Giuliano
Affiliation Politecnico di Milano, School of Management | Tiresia
E-mail ambra.giuliano@polimi.it

Name Gabriele Guzzetti
Affiliation Politecnico di Milano, School of Management | Tiresia
E-mail gabriele.guzzetti@polimi.it

Name Zeynep Hazal Kopal
Affiliation Politecnico di Milano, School of Management | Tiresia
E-mail zeynep hazal.kopal@polimi.it

Name Giulia Rossi
Affiliation Politecnico di Milano, School of Management | Tiresia
E-mail giulia.rossi@polimi.it

Name Tommaso Tropeano
Affiliation Politecnico di Milano, School of Management | Tiresia
E-mail tommaso.tropeano@polimi.it

Course Structure and Teaching

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

Programme

Monday, March 7th

14.00 – 14.15

Emilio Paolucci
Welcome to the School

14.15 – 15.30

Giovanni Azzone
From Loano ... to Loano - MIND Milano: a prequel and the role of Arexpo today

15:30 – 16:45

Mario Calderini
Introduction to Impact and Innovation Commons

Break

17:00 – 18.15

Angela Simone
Governing research and innovation responsibly

18.15 – 18.30

Mario Calderini & Tutors
School Activities and Week Format

18:30

Welcome drink – Guest Speaker: Benedetto Camerana

Exponential innovation in urban design – the challenge of PropTech and ESG

Tuesday, March 8th

09:00 – 9:15

Introduction to morning agenda and speakers

9:15 – 11:00

Andrea Ruckstuhl

Tech-intensive Innovation Districts: MIND Milano and the role of Lendlease

Break

11:15 – 13:00

Gorgi Krlev

Institutional arrangements and strategies for impact

Lunch

14:00 – 14:15

Introduction to afternoon agenda and speakers

14:15- 16:00

Matteo Robiglio

Connecting physical and intangible masterplans

Break

16:15 – 18:00

Veronica Vecchi

Impact public-private partnerships

18:00 – 19:00

Hans de Bruijn and Ellen van Bueren

Managing systems of governance for impact

Wednesday, March 9th

09:00 – 09:15

Introduction to morning agenda and speakers

09:15– 11:00

Maurizio Sobrero

Impact Entrepreneurship and Innovation

Break

11:15 – 13:00

Stefanie Kneer

An insight into impact investing

Lunch

14:00 – 14:15

Introduction to afternoon agenda and speakers

14:15 – 16:00

Irene Bengo and Ellen van Bueren

Impact Management and Measurement

Break

16:15 – 17:30

MIND Stakeholders

Exploring perspectives on MIND Milano

17:30– 19:00

Tiresia Tutors

Get to Know your Tutor / Kick off Parallel Group Projects

Thursday, March 10th

09:00 – 13:00

Tiresia Tutors

Parallel Group Projects

Lunch

14:00 – 17:00

Tiresia Tutors

Parallel Group Projects

17:00 – 18:00

Hans de Bruijn
Multi-actor negotiation techniques

18:00 – 19:00

Meeting the Alumni

Friday, March 11th

09:00 – 16:00

Multidisciplinary projects

09:00 – 11:30

Hans de Bruijn, Ellen van Bueren and Tiresia Tutors
Negotiation sessions

Break

11:45 – 13:00

Mario Calderini | Panel
Plenary session: negotiation results and school takeaways

Parallel Group Projects (Tutors)

Wednesday March, 9th &
Thursday March, 10th

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.

Parallel Group Projects (Hans de Bruijn, Ellen van Bueren, Tutors)

Friday March, 11th

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.

Informal discussion: multidisciplinary projects

Thursday March, 10 th	09:00	Life2SLB	14:15	GreenTA
	09:15	AOF	14:30	GROMA
	09:30	SoCo	14:45	SMARTCARS
	09:45	S2E	15:00	HOST2026
	10:00	Into the Digital Odyssey	15:15	HEIDI
	10:15	TESNIR	15:30	METROSKY
	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		

Course format

What	Winter School 2022
Where	Loano
When	March, 2022 07-11

Papers *(students' group work)*

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	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.

Structure suggested:

- **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 not 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.

Word count: 10,000 ($\pm 10\%$) excluding references

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.

A comprehensive list of all references/sources cited must be attached to your paper. You should use the Harvard referencing system. Guidelines for following the Harvard system are provided in the following section of this table. The Essay must be word processed using a formal, modern font (such as Arial, Cambria or Calibri) size 12 and 1.5 line-spaced. Text should be fully justified across the page. The use of headings to organise your work is encouraged. Pages should be numbered. Please also ensure that you have fully edited the final version before submission including spell checking, grammar checking and page numbering. Good presentation of your submission is expected and will be part of the assessment.

The word count stipulated should be adhered to. If you write under the word count by 10% or more then you should consider whether you have provided sufficient material to address all the assessment criteria. Similarly, if you go over the word count by 10% or more you should consider whether you are writing concisely and focussing on the topic. The instructors will only read up to the stipulated word count. The word count should be from the first word of the introduction to the final word in the conclusion but should exclude reference list.

Please, provide your essay with a front cover that includes the following details:

- ASP cycle and school (i.e. ASP XVII cycle, Winter School 2022)
- ASP Project Name (e.g. METROSKY)
- List of students and their matriculation number

- Date of submission
- Word count

As the ASP submission system requires all students to submit their assignment, **all members of each ASP project groups will submit one copy of the same report that must be identical to their peers' one.** For example, all members of METROSKY project will have to submit a copy of the assignment. Please title your submission in the same way using the following format:

ASP_Winter2022_ProjectName,
e.g. ASP_Winter2022_METROSKY

Referencing system

Your submission for the group-based essay must have a reference list containing all the sources which you have cited. It is important to get into the habit of writing down the full reference when you make notes from a source even if you think that the reference will not be used. You should also be consistent with the style of referencing. The Harvard system is appropriate. A reference is made up of two parts: a text citation and a reference list.

1. Text citation

a) References by one author

Each time you refer in the text to a source the author's surname and the year of publication are inserted in brackets immediately afterwards. Should the author's surname occur naturally in the sentence, only the year is given in brackets. If you are quoting, i.e. using the author's own words, you should also include the page number(s).

Examples:

- A recent study (Calderini, 2021) showed that...
- Calderini (2002) states that...
- "With an average cost of 3,200 to 5,000 Euros per case this has major cost implications for the future social housing of this group of people" (Calderini 2021: 34).

If you cite two references by the same author in the same year a lower-case letter is added after the date. Example: "Calderini (2021a) discusses..." or "In a further study Calderini (2021b) outlines..."

b) Multiple authors

Where a paper is written by two authors, both names should be given as they appear on the document being cited. These should be separated by the use of the word "and" if naturally occurring within a sentence and the ampersand (&) if not.

Example:

- Calderini and Bengo (2021) suggested that...
- It has been disclosed (Calderini & Bengo 2021)...

If there are three or more authors, simply quote the surname of the first one followed by "et al." which means "and others". Example:

- Calderini et al. (2021) noted that..

c) Corporate or another institutional author

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)

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.

a) One or Multiple authors

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:

- 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

b) Corporate author

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:

- Lendlease. Lendlease Europe Progress Towards Mission Zero. Lendlease Europe, 2021.

c) Newspaper (author unknown)

Title of Newspaper, (Year of publication), Title of article, Date of publication. Example:

- 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