

EVOLVE

**NOT JUST THE COMPANY,
THIS IS YOUR COMPANY!**

Be entrepreneur in a network of entrepreneurs



EVOLVE

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UNAFRAID TO GROW

The story goes that Brian Chesky, the founder and CEO of Airbnb, took a long time to choose his company's first employee. He spent a good five months reading and studying thousands of resumes, personally doing hundreds of interviews. «*I believe that choosing the first engineer is like laying down the DNA of the company*» Chesky said. He is still looking today for people who believe in the company's mission, and are convinced of the product, its implications, and its future.

What does it mean to be an entrepreneur, albeit not in the strict sense of the word? It means accepting the challenge of having a blank sheet of paper in front of you, and not being afraid to write on it, day after day. With the ink of passion, of the drive to do, of the determination to make an impact and a difference. However, few companies and groups are willing to open themselves up to this kind of challenge. As a general rule, the paper is pre-set and the theme has already been written: bureaucracy and lengthy decision-making chains harness the spirit of those who work there. We know that fostering a culture of entrepreneurial responsibility in organizations as complex as our Group may not be an easy task. Looking around, every single member of Maire Tecnimont is aware of operating in different continents and climatic zones, in industrial areas as well as in the most remote of places. Fifty different companies, diverse corporate entities working in synergy, an integrated group exploring the new frontiers of the energy transition.

In order to maintain a fluid and profitable global presence and such a large geographic scale, in addition to leveraging the vitality of local projects and teams, our Group stands out because of the actual presence of an entrepreneur who represents an on-going incentive to come up with ideas that address change and improve our performance. As you will read in the next pages, in the article that reconstructs his professional history, Di Amato is the example of an entrepreneur who has always taken on great responsibility with passion and competence, reacting to change and looking ahead without fear to grow.

Working in the group is truly *thrilling*: no one ever feels like a small cog in the wheel, unless he or she wants to feel like one. Everyone has the opportunity to make an impact, to feel like *an entrepreneur in a network of entrepreneurs*. Ours is a business driven by the value of people, who are at the center and are the engine of our industrial success. At KT-Kinetics Technology, for example, a company of the Maire Tecnimont

Group with a strong technological background and keen focus on its process design capabilities, we are challenged to identify solutions and make difficult decisions under conditions of uncertainty every day. Technological skills, historical engineering and chemical know-how, combined with an adaptability gained in the field, are the key factors for achieving results.

All of our Mottos represent a different perspective on the value of entrepreneurship: knowing how to meet challenges, understanding the importance of individual decisions, being adaptive and resilient, and fighting bureaucracy. When we speak of “human capital intensive” – referring to companies without bulldozers, ships, assembly lines or presses – we mean an agile, flexible, international business model. Especially in the sector of natural resources downstream, which is increasingly oriented towards a service industry linked to ingenuity, digital transformation and the great added value of the energy transition.

Perhaps anti-fragility represents the most modern concept of entrepreneurship, and we are permeated with it. We are chameleon-like and agile, as the motto “*Be Adaptive*” aptly explains. Nassim Taleb – Lebanese philosopher and essayist – uses an effective metaphor in his best-seller “*Antifragile*”: «*If I jump off a theater balcony at 30 feet, the result would probably be to die or to get very badly hurt. But if I divide that jump into ten parts, they become ten small three-foot jumps, and to carry them out I make use of the same abilities that I use to walk as I normally do. Trying and then trying again, failing and then starting over, should be the foundation of entrepreneurial success, but in some cultures, this is practically taboo. Instead, we need to embrace failure as the key factor in success*».

At Maire Tecnimont, we are able to see a potential opportunity in every roadblock we encounter. Here are two examples. The first goes back to when KT, upon joining the Group, lost the certainty of a driven market and a defined positioning. Instead of going astray, the company has carved out a role for itself as a *technology EPC contractor* in the refining sector, multiplying its turnover sevenfold and tripling its personnel. The second example relates to the double “*black swan*” represented by the pandemic. Maire



Tecnimont had the vision to launch NextChem, a company operating in the field of green chemistry and technologies supporting the energy transition. NextChem has grown as an internal start-up, in a market that no one had yet seen or occupied, so today we are pioneers in this field, internationally recognized and involved in the construction of facilities such as the world's largest refinery for sustainable aviation biofuels to be built in Grandpuits, France.

How do you infuse each team member with this amazing spirit of entrepreneurship? And above all, how do you pass it on to the new generations? Communication skills and empathy: involve everyone in the project and, above all, in the vision, which is nothing more than the mental image of the result we want to achieve (how it will be, how it will work and what it will produce).

I believe that an entrepreneur, a manager - as well as a teacher or a coach - should not look for magic formulas to instill motivation in others. What we can do is to help people make the best use of their own resources in order to achieve shared goals that are perceived as meaningful. By spreading the culture of entrepreneurship through our example, we can show the way, transmit passion and know-how, and reveal the value of self-motivation. It is obvious that with "You go first!", you too must cultivate the right passion to work with a team of motivated people. Our actions, our results, our professional history are more effective than a thousand words.

I like the definition "we must be the gatekeepers of the goal" meaning the end result. I will not tire of talking to our people, pointing out the way and touching

heartstrings. On the subject of "knowing how to make decisions", it was again Nassim Taleb who wrote that anti-fragility is what helps us understand fragility better. *«Just as we cannot improve health without mitigating illness, nor increase wealth without first reducing losses, with the mechanism of anti-fragility we can provide ample guidance for decision-making under conditions of uncertainty in business, politics, and life in general. In whatever situation characterized by randomness, unpredictability, opaqueness, or a partial understanding of things, or wherever the unknown prevails».*

In short, the entrepreneur is the one who, in the midst of difficulties, first generates a vision. He does not wait until he has all the variables under control: he starts out by believing, and along the way he builds a path, a team with whom to align the vision. This is why Maire Tecnimont is not simply a company: it is our company!

Andrea Vena

*Maire Tecnimont Europe Region Vice President
and KT Commercial Vice President*

THE VISION OF A STARTUP

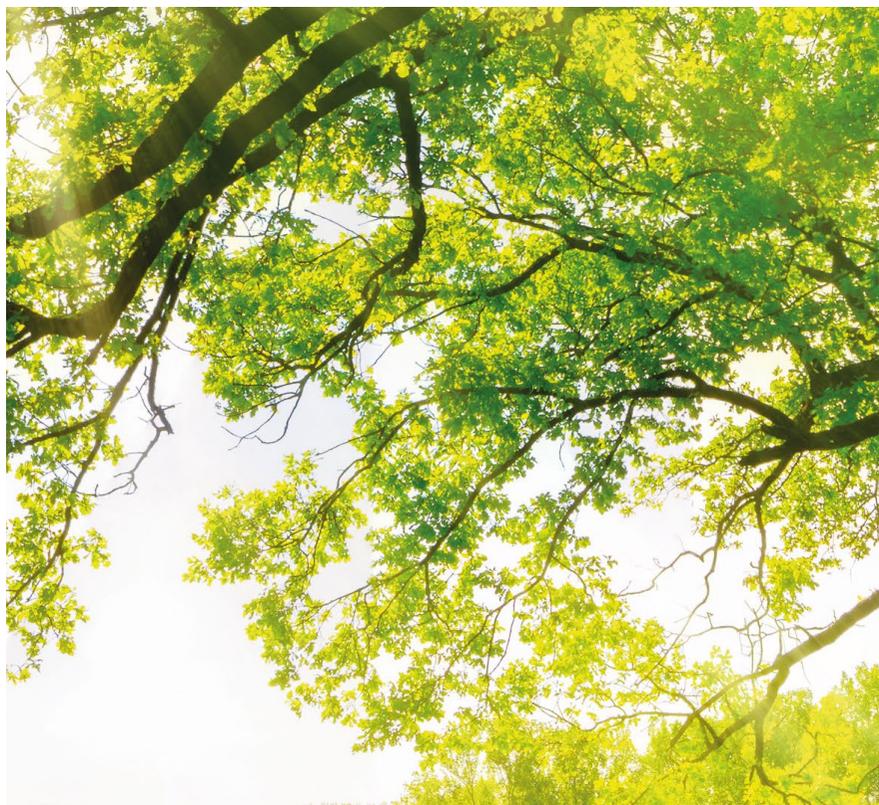
«**A**lthough companies are generally not the ideal place to be a startupper, I personally believe that it is possible to become an entrepreneur within an organization despite the difficulties I've described, without starting your own business». **Roberto Battaglia**, head of HR Corporate & Investment Banking at Intesa Sanpaolo, is the author of **"Startupper in azienda"**. In this very enlightening essay – released in early 2021 – Battaglia argues that in order not to dissipate hidden potential, we must allow people to give unsolicited advice and take the liberty of "coming out of their shells".

On the first leg of our journey to learn more about the areas and tools that Maire Tecnimont Group and other companies are relying upon to design their future as third-millennium businesses, we started out in the same

way as with previous issues. That is, by analyzing the editorial work of authoritative experts who are convinced that the culture and principles of entrepreneurial management can transform companies into organizations capable of promoting long-term growth. And in doing so, take advantage of all the opportunities of the 21st century. Together with Roberto Battaglia's thoughts (that we will delve into in a separate interview on the following pages), scattered here and there you will find some extracts from **"The startup way"** by Eric Ries and from **"Find your why"** by Simon Sinek.

Eric Ries is an entrepreneur and creator of the Lean Startup methodology, popular in the business sector and adopted by people and companies from around the world. With his previous book "The Lean Startup" from 2011 (translated into Italian with the title "Partire leggeri") Ries has sold more than a million copies and has been translated into more than thirty languages. Having gained experience at companies like GE and Toyota, in "The startup way" Ries applies the secrets of Silicon Valley to established companies in every

«IT IS NOT TRUE THAT WE NO LONGER NEED MANAGERS. WE NEED MORE INSPIRATIONAL LEADERS». TO UNDERSTAND HOW TO UNLOCK THE HIDDEN ENTREPRENEURIAL POTENTIAL WITHIN ORGANIZATIONS, WE ANALYZED THE WORK OF SIMON SINEK, ROBERTO BATTAGLIA AND ERIC RIES. DISCOVERING THAT CUSTOMERS DON'T BUY WHAT YOU DO, BUT WHY YOU DO IT.



industry, explaining that today every one of us should be in “startup mode”.

In “**Find your why**” Simon Sinek – a marketing consultant and author of several books on the topics of communication and leadership – asserts that to inspire others it is not enough to explain what we do. We have to make it clear why we do it: *«The economic culture – tells Sinek – is changing: people are not buying what you do, but why you do it. Finding the reason for our actions is the key to personal fulfillment at any level, from the boardrooms of large corporations to the hearts of young people who are looking for work»*. For Sinek, feeling fulfilled is a right, not a privilege. *«We all have the right to get up in the morning feeling motivated to go to work, and to return home at night feeling a sense of accomplishment for what we have done»*. The secret to achieving this kind of satisfaction lies in the ability to understand exactly why we do what we do.

An English writer and essayist, Simon Sinek has done extensive work on the way young people approach the world of work. His target audience is indeed the Millennials – people born approximately between 1984 and 2000 – and the summary of his theory became famous in an interview a few years ago, in which Sinek explained that young people tend to believe everything is owed to them: *«They are not happy, they are always missing something. Too many of them grew up under the influence of failed parenting strategies, because they were always told they were special and could have anything from life. When they get a job and arrive in the real world, in an instant they find out that they are not special at all, that mom can't get you a promotion, that if you come in last, they don't give you a medal and that it is not enough just to want something to be able to get it»*.

Being raised in a world of instant gratification, according to Sinek, does not help: *«Want to buy something? Just go on Amazon and with one click it arrives the next day. Want to watch a movie? With a login you no longer even need to consult the film listings and time tables. Want to watch a TV series? No need to wait for a new episode every week, just watch them all back-to-back. However, this system of instant gratification does not work at your job, nor does it help you create stable relationships in your life. There is no app for it, just a slow, obscure, unpleasant, messy process. In other words, to leave a mark you need patience, as you cannot get to the top without taking care of the mountain. Learning to be patient is the key to accepting yourself more, and the fact that some falls (or even failures) will be part of the journey. With the help of a work environment that knows how to appreciate it, – concludes Sinek – patience is a soft skill that is worth centering your attitude around»*.

FALLING IN LOVE WITH A PROBLEM

The internal entrepreneur (intrapreneur) needs an enabling environment to take the plunge and emerge. An open environment needs to be created that allows people to start something, test, fail and learn. To have the space to “stumble” into problems that need to be solved, even if they are not their own. It takes a culture that allows people to mind each other’s business. It must be possible for everyone to fall in love with a problem and know that they will be allowed to learn about it, challenge it and solve it, making something new, something original.

[Roberto Battaglia]

A SENSE OF ACCOMPLISHMENT

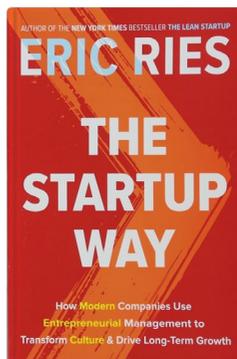
When happiness is only tied to what we do for ourselves, it becomes transient. The sense of accomplishment that comes from doing something for others is the one that lasts over time. The problem arises when there is no balance between the pursuit of happiness and the pursuit of a sense of accomplishment. It is not a matter of philosophy; it is a matter of biology.

[Simon Sinek]

THE ENTREPRENEUR’S DILEMMA

Aditya Agarwal – who was at Facebook when the company grew from 10 to 2,500 employees, and is now vice president of engineering at Dropbox - explains his view of the entrepreneurial dilemma: «One of the reasons it’s hard to build new things in larger companies is that people don’t have a mindset of “My job is to learn new things”. The mentality boils down to “I’ll get good at doing a certain thing and I’ll keep doing that”. But this means replicating a structure that becomes antiquated over time: the craft improves, but does not progress».

[Eric Ries]



HUMAN RESOURCE OR MACHINERY?

An effective organization is a community of human beings, not a collection of human resources. A “human resource” of a company is still technically a factor of production: but treating it in the same way you would any other raw material or machine does not do justice to the true essence of what we are all trying to bring to the surface.

[Roberto Battaglia]



PREJUDICE AND BARRIERS

There are many prejudices that hinder the development of an entrepreneurial culture within companies (intrapreneurship). Prejudice that feeds on an immunity to change, that erects often invisible barriers to protect organizational silos and people who’s pride is wrapped up in their specialization and self-importance. What are the main prejudices? That intrapreneurs are lone wolves. That only creative people become intrapreneurs. That the best approach for management is not to deal with the intrapreneurs. That innovation labs are the best place to accommodate intrapreneurs.

[Roberto Battaglia]

INNOVATING FROM NEED

The goal of The Lean Startup methodology is not to save on production, but to produce innovation only if (and when) users need it. If a proposal for innovation is not immediately accepted by the market, it is just a waste of time and resources and therefore should be quickly abandoned. That is why, to innovate, it is better to start from the needs of the user.

[Eric Ries]

FAILURE FOR BREAKFAST

One day, in a meeting with managers from a traditional multinational corporation, I was distracted by a mug resting on one of their desks. The mug had “Failure is not contemplated” written on it. I immediately thought that in the startup world, no one could ever have a cup like that: it would have been ridiculous. I thought about the most successful entrepreneurs I know: on their mug I would have seen something along the lines of “I eat failure for breakfast!”.
[Eric Ries]

START WITH THE WHY

Knowing your WHY does not mean you are automatically able to communicate it: most of us are used to communicating through WHAT. It's like learning to ride a bike; it feels clumsy at first. Starting with WHY is no different; once you figure out how to do it, it will become natural. When they ask us “What do you do?”, we add our why. My answer might be, «I partner with leaders who want to create organizations where people come first (WHAT). I am convinced that if a number of companies do what we are doing, we will be able to change the world (WHY)». What matters is that you find a way to tell others who you are and what you are fighting for.
[Simon Sinek]

DONE IS BETTER THAN PERFECT

As Mark Zuckerberg says in his famous manifesto: «Try to build the best services over the long term by quickly releasing and learning from smaller iterations rather than trying to get everything right all at once. We have the words “Done is better than perfect” painted on our walls to remind ourselves to always keep shipping».
[Eric Ries]

MAKING MONEY DOESN'T TAKE YOU FAR

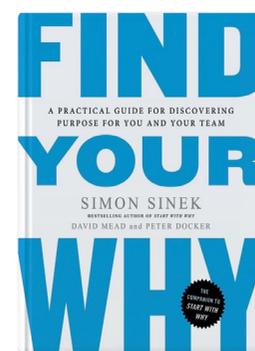
There's a slew of companies whose only goal is to make money, but that doesn't mean that's their WHY. “Making money” is not a way to pursue a higher purpose, it's just an outcome. Organizations that indicate how an outcome is achieved as their WHY, are almost never nice places to work. Thinking only about profits will work in the short term, but that success won't last over time. Those companies can't hope to generate the same loyalty, trust, and innovation as an organization pursuing a higher purpose.
[Simon Sinek]

A STARTUP OF 75,000 PEOPLE

Zhang Ruimin – founder and CEO of Haier, a multinational consumer electronics company – distributed the 75,000 people working in the group into over four thousand independent micro-businesses, made up of no more than 10-15 people each. «Our agglomeration – Ruimin says – is a 75,000-person startup where each micro-enterprise can, in absolute autonomy, make decisions, hire talent and distribute compensation. Within this framework, teams act competitively». There are two striking elements of this approach: first, that every action must translate into the logic of the market, and second, that the remuneration policy's center of gravity should shift from the top management to the client.
[Roberto Battaglia]

NOT EVERYTHING IS MEASURABLE

It would be wonderful if the business world were governed by scientific laws, but unfortunately this is not the case. Although some elements are predictable and measurable, the life of a business is often determined by unpredictable and intangible factors. The WHY is the tool that can make what is confusing clear and what is abstract concrete. As soon as a company formulates its WHY, its corporate culture becomes more concrete and it becomes immediately clear which choices are the right ones to make.
[Simon Sinek]



Quotes extracted from:

- Roberto Battaglia, “Startupper in azienda”, Egea
- Eric Ries, “The startup way”, Penguin Books
- Simon Sinek, “Find your why”, Penguin Books

HIDDEN POTENTIAL

How has the Covid-19 experience changed the way in which people working at various levels of an organization can express their abilities to the fullest? Is the idea that ‘work is an opportunity for expression, and therefore for innovation’ still intact or should it be rethought differently?

The obligation to work remotely during the pandemic has had many important collateral effects on the way we work. However, the new context with its many limitations has allowed us to discover alternative ways of doing things. In my opinion, this is what obligated everyone to rediscover unexpressed resources, both of a personal and an organizational nature. The issue of seeing work as an opportunity to express one’s full capabilities has always been a crucial one, and is sometimes influenced by organizational, environmental, and cultural conditions. Once this emergency is over, there would be little point in re-proposing or even seeking the “old” normality of the past. In light of the experience of this past year, I am convinced that the very concept of innovation must change in meaning. Less constrained within pre-established schemes and more able to leverage the skills that are often hidden in the folds of organizational structure.

Speaking of talent, you wrote something very interesting: mediocre talent needs directors, great talent needs enablers. You also argue that «talent is not enough and there is no such thing as luck, as talent is not formed, it is challenged». To avoid wasted resources and help people find their “why” how should businesses and HR rethink the way they manage ideas? How much room should be left for experimentation? How much trust should be placed onto the insight of employees?

I am convinced that businesses, and those who are responsible for people in general, need to take a stand on this. The tendency to micro-manage has always been a trait that occurs in organizations from time to time, implemented particularly by managers who were unable to manage things without having direct and visual control. I do not use the past tense by chance, because if there is one word that characterizes this year and a half spent quite far from the traditional workplace, it is precisely the word “trust”. We all had to give our employees more room for autonomy, since in many situations they were no longer physically present in their usual workplaces. Today, businesses have

an urgent need to rethink their approach, to address this new and often indecipherable picture we are facing. So, we need experimental approaches in which the contribution of people is fundamental. It’s a way to leverage latent talent, leading to the establishment of a new pact between the company and its people. This not only speeds up innovation processes, but forms the basis for changing the underlying culture to make one’s own business an even better place to work, where trust is not a temporary concession induced by events, but a fuel able to increase the vital thrust to re-imagine the world that imminently awaits us.

The focus of this issue of EVOLVE coincides with the theme you addressed in your book “Startuppers in azienda”: not just the company, this is your company. In companies there are often people with entrepreneurial qualities, but they are rarely able to emerge. In addition to the aforementioned spaces for self-expression created by companies, how

**INTERVIEW WITH ROBERTO BATTAGLIA,
TRANSFORMATION LEAD IN THE IMI
CORPORATE & INVESTMENT BANKING
DIVISION OF INTESA SANPAOLO,
AUTHOR OF “STARTUPPER IN AZIENDA”.**
**«TRUST? IT IS NOT SOMETHING TO BE
TEMPORARILY BESTOWED ACCORDING
TO CIRCUMSTANCE, BUT A FUEL THAT
CAN GIVE US AN INVIGORATING PUSH
TO REIMAGINE THE WORLD AHEAD.**

should people - in order to express their potential - be prepared to occupy these spaces? How much commitment and courage does it take to overcome the fear of being judged?

If the company is willing to create these spaces authentically and not episodically, we're already halfway there. At this point, people have two options: either to remain in passive observation (missing many opportunities for growth) or to "come out of the closet" and use them. Taking this step certainly takes courage and commitment because the idea of going beyond one's mandate is not culturally shared by everyone in an organization. Companies today, especially those that are highly structured, are faced with the issue of how to make the talents that inhabit them visible. The people who are pushing from the bottom to catch the professional elevator are asking for just that, but the strategic top management also needs it to lead company growth in new ways. Therefore, we must look at this as a mutual endeavor: on the individuals' side not worrying about feeling judged, and on the corporate side learning not to judge with the traditional approach.

When you talk about a "toolbox" for turning problems and challenges into concrete solutions, what are you referring to? Can you give us some examples?

The toolbox I'm talking about is made up of ground rules for managing the space of self-expression and of tools based on methodological approaches such as Design Thinking and Lean Startup, as is the case with the experience we have been conducting for the last four years at Intesa Sanpaolo. Understanding them not only allows you to apply their experimental, repetitive, agile and concrete characteristics to your work, but also to use a common approach for problem analysis, identification and validation of possible solutions. However, in addition to this, there is a much more pressing issue that must first be addressed when considering the launch of initiatives such as these; namely, defining the level of ambition and, most importantly, choosing a model of entrepreneurship consistent with the goals the company intends to pursue. Therefore, my advice is most definitely to invest in understanding the tools because they create the conditions to generate mastery and a mentality applicable in different professional contexts, while keeping in mind the overall goal of the project.

Who is this so-called "intrapreneur" and why is his role important?

An "intrapreneur" is the employee of the future because he or she embodies all of the characteristics (such as initiative, risk-taking, imagination, collaboration, networking, resilience in the face of failure, etc.) that are increasingly becoming the skillset of the people who will be (and ideally should already be today) in charge of guiding the various branches of the company. This is important not only for its managerial implications, but also because it can create the conditions to give organizations a new form, one tied less to a hierarchy that we inherited from the Fordist factory and increasingly to a network composed of intelligent junctures that leverage autonomy and collaboration, unlocking all of the existing potential within.

One last question from backstage. Your book is very unique, not only in its content but also in its graphic structure, designed for multi-level reading. In writing it, was your intention to address only CEOs and managers? And if - as you said - it is not merely a "display of expertise", what has it actually become?

I didn't only think about corporate decision makers, although they represent an important target audience. I also thought about the people interested in revealing and enhancing their hidden potential to try and change their own professional destiny along with the destiny of the organizations for which they work. I have, in fact, recently discovered another type of reader: young people who, instead of learning how to launch a startup, want to learn how to think and act in an entrepreneurial way in their search for future employment. The dialogue that I have engaged in over the last few months with entrepreneurs, managers, professionals and young people, has taken the direction I had envisioned for this book: to offer my contribution to the debate on how companies and their people can best equip themselves to meet, with awareness, the complex challenges of this period that we are now living and the ones that soon await once this emergency has come to an end.



Roberto Battaglia

Transformation Lead of Intesa Sanpaolo's IMI Corporate & Investment Banking Division.

Battaglia has gained significant experience in the field of Personnel, Organization and Innovation at several banking companies.

In the last years of his professional career at Intesa Sanpaolo, he directed the initiatives Group Training and the Culture and Development of Innovation within the Innovation Center.

UNHINGED MODELS

ACCORDING TO MARCO BENTIVOGLI, ONE OF THE LEADING ITALIAN EXPERTS ON LABOR ISSUES AND A KEEN OBSERVER OF THE DIGITAL TRANSFORMATION, THE PANDEMIC HAS GIVEN A SHAKE TO OLD BUSINESS MODELS, THE MANAGEMENT SYSTEM, AND THE WORLD OF PROFESSIONAL TRAINING. ACTING AS A DIFFERENTIATOR BETWEEN DYNAMIC COMPANIES AND STATIC ORGANIZATIONS.



Marco Bentivogli

Marco Bentivogli was General Secretary of the Italian Metalworkers' Federation (FIM CISL) until July 2020. After more than two decades of union activity – in which he followed important industrial disputes (FCA, Alcoa, Ilva, Whirlpool) and the negotiation of the metalworkers' contract – Marco Bentivogli, together with Professor Luciano Floridi, created the Base Italia association in September of last year, a civic start-up for the promotion of community participation and engagement, a laboratory for studies, and research on work, assistance, safety, health, education and training, environment, finance and the economy. With the objective of developing and promoting the diverse potential of the country, his writings are regularly featured in numerous newspapers (Foglio, Repubblica, Fortune, Sole24Ore) and he has written many books, including «Abbiamo rovinato l'Italia? Perché non si può fare a meno del sindacato» (2016), «Contrordine Compagni, manuale di resistenza alla tecnofobia», «Europa, non rimanere da sola!», «Fabbrica Futuro» (all from 2019). The latest publication is from 2020: «Indipendenti: guida allo smart working». He is a member of the Commission for the development of a strategy for Artificial Intelligence and of the Working Group of the Pontifical Academy for Life on the same subject.

«**T**he tragedy of the pandemic? It sounded the alarm for those who had not yet understood that work has changed, and that completely new analytical categories are needed to shape the new context». Not a man who sugar-coats his words, Marco Bentivogli is one of Italy's leading experts on labor issues and has gone down in union history as the main proponent of the revolutionary program Industry 4.0. EVOLVE met with him to take stock of Covid's impact on businesses and to identify solutions to retrain human capital in the context of an entrepreneurial culture. What emerged in the interview was that in the wake of the pandemic only a pressing digital transformation will force the manufacturing system to accelerate the adoption of 4.0 technologies and the need for more advanced automation systems.

«The lockdown, the closures, the remote working – explains Bentivogli – have exposed some vulnerabilities previously unknown to businesses. If we look at the management of agile work (common spaces, distancing, smart working) we must understand that we are faced with a great challenge of sustainability to take back our lives, our time, our space and build a better work environment. The relationship between manager and worker must be redesigned around the theme of trust, as it is no longer based on physical presence and the number of hours of service, but on the results obtained. The concepts of autonomy and freedom have begun to replace the traditional culture of "control", which is still prevalent in most companies today. Let's face this process of innovation in business and in the organization of work, cities, and life without delay: if everyone joins together in this challenge, we will achieve first a cultural and then an organizational change».

In his book **“Indipendenti: guida allo smart working”** published in August 2020, the author highlighted the advantages of agile working without, however, overlooking the dangers of its misuse: «Smart working is “smart” work because it values reciprocity and transfers shares

of responsibility and freedom to people, promoting their well-being and productivity. But the Coronavirus emergency is presenting a unique divide, a crossroads of great transformation: the changes that Italy has not yet been able to fully grasp rest especially on the digital innovation front. However, smart working does not only concern workers: it will change business enterprise, mindsets, hierarchies, and organizational practices. From being a mere opportunity, it has now become an urgent necessity».

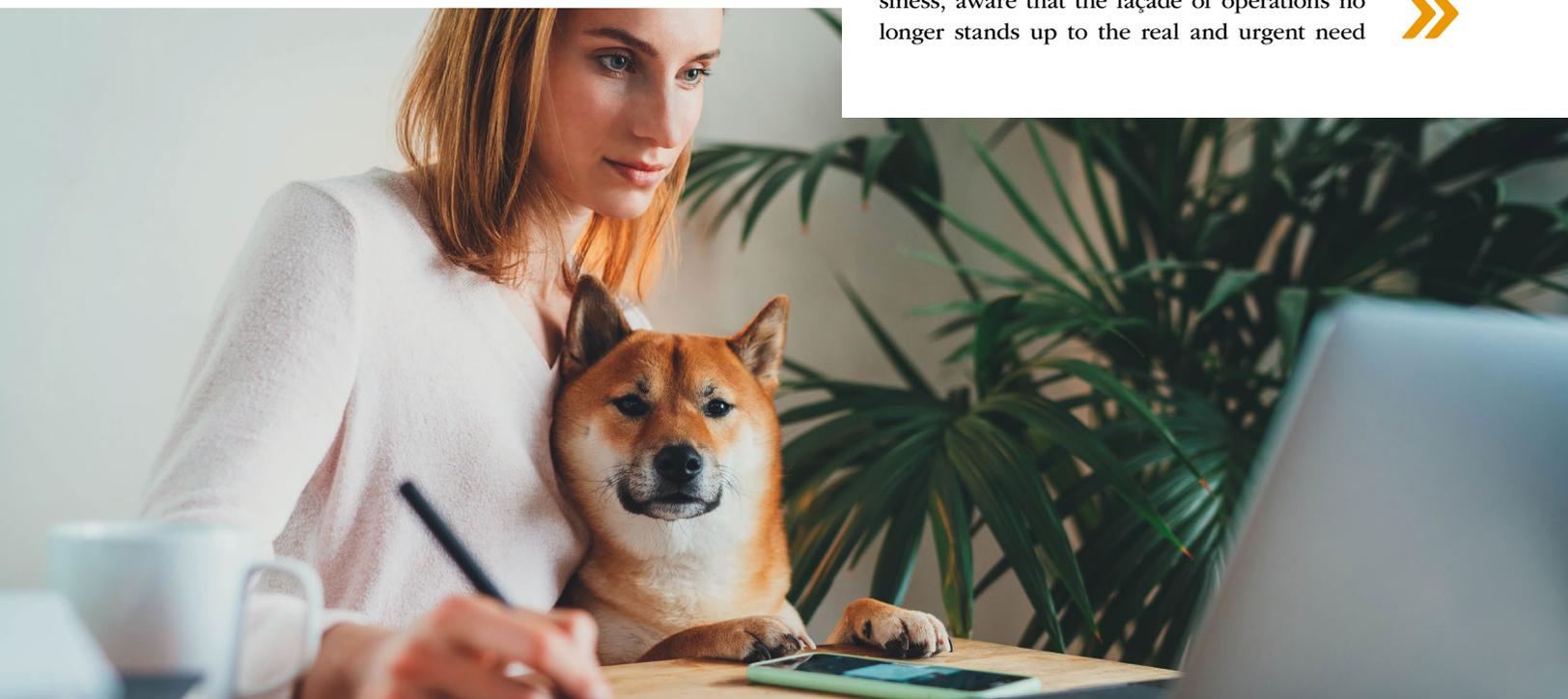
In the corporate landscape, the watershed effect has made it clear that there was a different level of resilience between those who acted quickly, anticipating the changes taking place (this is the case for the Maire Tecnimont Group, which began talking about smart working in 2016, and was ready with an already tested flexible technological model) and those who always tend to wait for events to unfold before moving and changing. Bentivogli says: *«Between ready and not ready, many companies have quickly come around to the idea of setting up new internal control rooms to manage crises. Starting to work on resilience and stability will prevent potential disruptions and roadblocks, both along the supply chain and in the actual production area. In recent months, the pandemic has accelerated the research and development of cloud solutions, artificial intelligence, blockchain, augmented reality, and IoT (the Internet of Things). In Asia, where the second wave had less of an economic impact than in the West, companies made a major technological acceleration to maintain governance of their supply chain and not be overly dependent on that supply chain. Multinationals like Hyundai, Kia, and Toyota realized it was time to stock up for the restart: this has allowed them to not be affected by shortages of raw materials and components (such as microchips), thus avoiding production stoppages. Across the board, acceleration has occurred even in sectors that were far removed from digital technology: I'm thinking of companies still managed according to a Fordist model, based on the paradigm of control. Fortunately, the whole idea of productivity is changing, and people are starting to invest based on what's known as "cognitive engagement". We're seeing a shift in organizational culture as a whole, where hierarchies are being reconstructed according to the changing workplace. By organizing different spaces for smart and co-working, the company*

becomes the place that generates and nourishes those things that are necessary to appreciate and empower the identity of the worker: specifically, freedom, responsibility, autonomy, trust. If these ingredients are missing, it's like making pizza without flour...»

It is precisely the Internet of Things that provides great support for remote industrial work, with benefits for both staff members and the technicians on the front line. *«In Nokia Italy - says Bentivogli - until a month ago it wasn't just the majority of employees who were in smart working. 95% of lab technicians working on new 5G equipment could also work through a remote technical workstation. The most sensational case is perhaps the one involving some Chinese mines. Last September we learned that in Henan, located in central China, even miners had started to work without descending into the tunnels, guiding machinery from a distance with a system based on 5G telecommunications. Obviously, everything changes for a miner if he or she can start working from protected and sanitized workstations, maintaining social distancing and being able to replicate the original functions with command levers and control panels, like a joystick... The work has gone from being extremely strenuous to being much more sustainable, even from a physical point of view».*

Humanistic work and community enterprise

The words of the former general secretary of metalworkers suggest that the most important game in the arena of international capitalism of the last few decades is being played out. The pandemic has forced everyone to reflect on a radical change in the culture of business, aware that the façade of operations no longer stands up to the real and urgent need



» to improve production realities. *«It's like it is with sustainability - says Bentivogli - superficial makeovers or normal updates are too often mistaken for "process innovations", and they are not enough. As **Jared Diamond** wrote in his "Guns, Germs, and Steel," I think that there can be no innovation without discontinuity, because effective innovation processes are very "disruptive", and with a gradual approach there is no real change. And as I often say, in a job with "increased humanity" you need an "industrial humanism" to accommodate this kind of professionalism. What do I mean by that? Treating people as adults, allowing them to be in an environment that is conducive to meeting challenges, doing in-depth work in a productive context of responsibility and autonomy, and on that building social relationships within the community. After all, what is it that sets us apart from robots, machines and algorithms? Our human component, of strategic, critical, lateral thinking: all those very human and innovative abilities that enable us to break out of the usual patterns».*

The topic is guided by the rediscovery of the "Community Enterprise" as an element of productivity: the company that knows how to rediscover itself as a community, knows how to connect the dots, to coordinate its own internal energies without wasting them, and protect its human assets better than others by enhancing their roles and increasing the quality of distributed tasks. *«Workers' participation in company strategies - adds Bentivogli - is an issue that can no longer be put off. Just look at Northern Europe, where management not only listens to shareholders, but also records and analyzes the voices of organized labor: in the end, everyone understands that it is a win-win game, where both managers and employees grow in their sense of entrepreneurial belonging to the organization that welcomes them. There is research, such as that carried out by the **Max Planck Institute**, that attests to the importance of shared participation: where top managers and internal unions work together, growth and quality of work increases. It is obvious: the union is less demanding because it is informed, it is not forced to learn from the newspapers what is happening in their own company. The meeting point between business and organized labor is higher. Employees and managers feel as responsible as shareholders, not only in terms of sustainability, but also on financial and industrial issues to keep the company competitive and therefore profitable in the marketplace».*

In Italy, the idea of community enterprise had already started to take shape in the 1950s with the ideas of **Adriano Olivetti**. *«Can industry give itself goals? Are these goals to be found merely in the profit index? Isn't there something more inspiring than the apparent rhythm*



of factory life, like a mission or a calling?». These are the words Olivetti affirmed in his speech to the workers at the inauguration of the new plant in Pozzuoli in 1955. Words that can be traced back to an ideal of enterprise capable of addressing the problems of man and society differently from capitalism and socialism. A company that was able to create a unique relationship with the territory and with the workers through the substantial sharing of the aims of the factory's work and by fully trusting in the contribution of every woman and man, nourished by the same spiritual and cultural values. **In Olivetti's perspective, it is about the central role of the person and the community.** Bentivogli adds: *«Our entrepreneurs and managers should reread what Olivetti wrote, drawing inspiration from the French philosopher Jacques Maritain or other thinkers such as Emmanuel Mounier and Denis de Rougemont. On those pages is the full extent of the "meaning" we give to work, of the motivation that drives us to go to the factory or office each morning, to do our job to achieve team goals. Even then, it was understood that a serious company cannot create a true sense of corporate community if it continues to focus only on economic incentives. It is the company climate that makes the difference, the attention to relationships and solidarity, the possibility of giving young people and the talented, of all ages, new dynamic opportunities rather than closed and constrained paths. I have clear evidence that the younger generations are accruing a new approach to work: they value commitment and merit, feeling like a personal brand playing within a larger team, with a unique vision and mission that gives meaning to everyday life. This is another reason why the individualistic community perspective is still the most advanced».*

Turning the old training models upside down

A final facet uncovered by the pandemic is the backwardness of both the school system and most models of vocational training. Amid an increasingly rapid process of change, Marco Bentivogli's key concept is one of the most useful recipes for ensuring that innovation does not leave any victims behind: **the subjective right to training**. *«Sometimes, to get the debate going, I argue that ignorance should be taxed.*



It is just to emphasize how the subjective right to training should be included in all employment contracts, even the shortest ones, as a true right of the people. Let's put aside, once and for all, the old systems of professional classification with outdated tasks that are no longer applicable to the workers of the third millennium. We are incorporating elements and opportunities to instill greater cooperation, where people understand that within a team there is a clear path for their own growth. Where moving from tasks to profiles serves little purpose, you must set aside job descriptions and profiles, and instead build three-dimensional models that reach out to each person. Not only that, but is it cost-effective to push workers toward internal competition? These are outdated dynamics which do not generate passion but, on the contrary, depress energy. Only if we "empower" human beings, even with large, effective re-training projects, can we help people avoid ending up among the "cast-offs" of progress, and instead become the center of their own transformation».

Bentivogli testifies that the debate is open on how to generate new training and learning models. And hopefully, as Fordist production dynamics are giving way to industry 4.0, ones that are not one-size-fits-all,

but tailor-made for individuals. *«Our school system is outdated, and our vocational training is still tied to Fordist thinking. When I go to Confindustria I feel like tearing up those training catalogs: it's not like going to a pizzeria and choosing "digital skills" or "professional welder" from a menu. It is a process that needs to be adapted to people and the method needs to be turned around to start with an assessment of people's skills: there are digital systems available today that can assess the positioning of a resource up to several times a year. After that, the analysis of training needs will be used to fill the gaps and place people in customized paths. When all of this is put into practice and matched to the business strategy, we will then be able to determine how to offer training in line with our times».*

There is still plenty of time to talk about educational re-skilling, a topic as critical as the previous ones. *«We cannot ignore the need to be adaptable to people- says Bentivogli - If I take a 64-year-old "young man" and throw him back into the classroom for training he will have a very hard time, even if the training is of good quality, because he hasn't sat behind a desk for 45 years... In Italy we are struggling to understand that educating people with these methods is ineffective. In order to retain talented people and managers who still have a lot to give, we must not steer them onto a dead-end path, but make them feel they are in a place that will help them grow and acknowledge the skills they have acquired. The proof is in those areas where the generational shift has been traumatic: let's take the so-called "white" sector of household appliances. After the two generations that built the empire, the third squandered it because it found itself caught between two antiquated fronts: on the one hand there was the old centralized hierarchical model of the family business that was little inclined to delegate; on the other, a business school model that does not fully prepare students to run our medium-to-large enterprises. The final outcome? An organizational short-circuit that adapts neither to the market nor to the competition».*

One then wonders if companies with non-linear growth – like the California start-up model, with a Data-Driven approach – will replace the traditional ones altogether. *«Not necessarily – Bentivogli concludes – because the challenge is to graft "smart" elements without distorting our corporate heritage. Taking our cue from agile, competitive organizations that know how to handle innovation and are ready for the winds of change, we need to observe and borrow some models of governance and internal hierarchy. At that point we will better understand how the flexibility of managers becomes a real strength for the firm itself. A base from which to diversify business and influence the entire ecosystem in a positive way. Chrysler and Fiat, which belonged to Lee Iacocca and Gianni Agnelli, can now merge partly due to the fact that in a short time they will no longer be just car manufacturers. The main business will be in the services that transform the car into a platform, through data and connectivity, as Tesla has already done - on account of this new experience for car travelers. The industry is evolving, bringing together the mechanical and the digital, with one certainty: the bit will still smell of mineral or synthetic oil for many years to come».* So why research and invest only in engines and accessories, when the "pilot" of a green self-driving vehicle will, in the meantime, be able to devote his attention to a thousand other things?

THE MOLECULE OF ENTREPRENEURIAL VISION

When its curve of value converges with that of its competitors, a company will likely be trapped in the red ocean of cutthroat competition. In fact, it will try to beat competitors on the basis of price or quality, forgetting about the demand – suggested by the authors of the best-seller *“Blue Ocean Strategy”* – that defies strategic logic and traditional business models: «What factors that have never been offered and are unknown to my industry should be created? What totally new sources will it take for my company to create value for stakeholders, generating new demand and allowing for strategic pricing?».

Thanks to the summer weather and an unusual location – the terrace of the Group’s Roman headquarters – we began an interview full of strategic ideas on the vision of the company with the CEO of Maire Tecnimont, **Pierroberto Folgiero**. «Entrepreneurship is the anti-bureaucracy. In an organization that has the right culture, everyone acts as if they own the company. In this regard, the creation of NextChem is a perfect example of entrepreneurship».



Pierroberto Folgiero, Maire Tecnimont and NextChem CEO and MD



ACCORDING TO MAIRE TECNIMONT CEO PIERROBERTO FOLGIERO «THERE IS ENTREPRENEURSHIP WHEN A "COLLECTIVE PERSON" IS FORMED AND TAKES OWNERSHIP OF THE COMPANY, GUIDING IT BEYOND BUREAUCRACY AND ANY FEAR TO CHANGE, IN OTHER WORDS, BEYOND ITS COMFORT ZONE TOWARDS GROWTH THROUGH INNOVATION».



You have outlined the “mythological” figure of the entrepreneur-manager on more than one occasion: half “dreamer” half “doer”. Which direction is it all right to move in, in order to infuse the two identities with each other?

«The entrepreneur and the manager are two figures are both complementary and indispensable figures because the first must follow his impulse to open up the new roads he has imagined, while the manager will have to find the best possible way to organize the processes and the team to efficiently achieve the shared objectives. It is a combination of the managerial discipline of those who have studied organizational models, and the concrete experience of the entrepreneur who has faced a thousand battles in the field. However the entrepreneur is quintessentially a unique and original individual, who must transfer vision and spread a certain amount

of courage to the managers to transform that into action. There is entrepreneurship when a “collective person” is formed and takes ownership of the company, guiding it beyond bureaucracy, beyond any fear to change, in other words, beyond its comfort zone towards growth through innovation. When this happens, when in periods of uncertainty and difficulty the top management and the team are able to increase what I call the “managerial intensity”, that right mix between courage and concreteness, then we are in the presence of a high level of entrepreneurship. When I reflect upon this at Maire Tecnimont, I associate it with the launch of the corporate Mottos, which began in around 2015, a period when managers put a great deal of passion into metabolizing these entrepreneurial suggestions, were able to share them with their teams and turn them into concrete actions».

Mottos as a compass placed at the center of a company that is looking towards the future. Is it from there that we can start to define the characteristics of entrepreneurship?

«All of our MOTTOS represent a different perspective on the value of entrepreneurship: being able to meet challenges, valuing individual decisions, being adaptive and resilient, fighting bureaucracy and be in love with complexity. We are talking about a great exercise of participation in the business process, including participation on a psychological level. If the common denominator is indeed entrepreneurship, then it is useful to define its characteristics. With this in mind, a manager-entrepreneur will need to start by **having a concrete vision**, which is the first of the three pillars. A vision that looks beyond one’s own comfort zone, one that drives us to understand what lies beyond the obstacle and to overcome the existing situation. If a manager-entrepreneur frees himself from the fear of constraints, he will be able to see scenarios that not everyone can see because they are complex to imagine to reach».

Then there are the other two characteristics.

The vision needs to be shared and then, of course, executed with its roots put in the ground. **Sharing the vision** is never an easy task, because you need to involve and co-opt the people around you, colleagues, employees, collaborators, technicians: everyone must try to imagine an identical point of arrival. If a leader, starting with the vision, knows how to get people to follow him, he will gain charisma and will find a larger and larger group that will start walking with him. But then there must be **concrete realization**: if a vision remains unexecuted, it is only a philosophy... The manager-entrepreneur sees the hard parts, shares challenging goals and turns them into action, thanks to his or her courage and management skills. In essence, he charts a direction, establishes a shared course, and sets off to sea. There is nothing more exciting for those in our profession than to see a thought transformed into action: it is the power of the example».

That’s why, as one of the Mottos goes, every micro-decision counts.

«That’s exactly right. The success of an organization, especially complex ones that operate in multifaceted markets like Maire Tecnimont, depends on a long series of sub-objectives and tasks that must be “atomized” and shaped as decisions. The more the results depend on a great number of actions that must be synchronized and aligned in their vision, the more crucial widespread entrepreneurship becomes. In our industry, where you start with a large critical mission that becomes a sum



of critical activities, to achieve the goal of excellence you need to know how to develop, attack, confront, and discharge the vision with a sense of entrepreneurship. By spreading the entrepreneurial mindset, we know that the phrase, “every micro-decision counts”, is not a meaningless thought, but a strategic way of living the company, of dealing with difficult decisions, uncertain conditions, and challenging goals. It’s what Chairman Fabrizio Di Amato and I call the “**sacred fire**” of living entrepreneurship. The great thing is that this passion for challenging goals is a character trait that **sets us apart and makes us recognize each other**. In our business, when faced with a crossroads between an easy or a difficult path, between a submissive or an ambitious choice, between a prudent or a courageous attitude, we already know that we have to proceed in the most uncomfortable direction. Also, because at that point there won’t be a person to show you the way: where there is widespread entrepreneurship, all managers - even without talking to each other - know, within themselves, which direction will be the right one to take».

You have stated that a true entrepreneur is one who knows how to share success. Is this another step?



The entrepreneur is quintessentially a unique and original individual.



«It’s the next step of the three pillars I mentioned earlier: **sharing success** means aligning everyone’s interests. When we started with the phase of engaging our human capital at Maire Tecnimont, we provided tools and projects to facilitate the sharing of business results. Within the group there is an overall vision where **entrepreneurial thinking guides the whole dynamic of the company**, up to the sharing of results. It’s true that we’re usually rather demanding of the manager-entrepreneur, who will have to answer for a project by taking calculated risks: however, it’s also true that in the end there’s always a system of rewards. Is there ever a risk without a reward? That is unlikely, just as a risk-free reward doesn’t make much sense... From the emotional standpoint of participation for success, there must be room for **reward systems**: if we do not compensate risk-taking, the loop will never come full circle. To cite one example (*others will be explored in more detail in the interview with Sara Frassine, published on page 18*), our Employees Share Ownership Plan, which in the three-year period 2016-2018 had an adherence of more than 96% of the employees involved, is a concrete project to share company benefits».

Where does the bureaucratic approach fit into this discussion?

«At the opposite end of the spectrum of entrepreneurship. That distinctive way in which a manager shies away from constraints and obstacles in the

company is the exact opposite of what we are talking about. The bureaucrat operates on the assumption that the company always belongs to someone else, freezes in the face of unreceived input, and always blames circumstances beyond his control. Are you familiar with the Mandarins? In imperial China, officials tried to sign as few documents as possible to leave no trace of their responsibility. The vision of the top management didn’t matter so much: the bureaucrat has his own vision, knows perfectly well how things should be done **but uses his skills in reverse, to do nothing and leave everything as it was**. Though it must be said that, in my experience, there is no form of bureaucracy that blocks an entrepreneur from thinking and acting. When the entrepreneur is caught up in the game of bureaucracy, he reacts by shooting. In a game of bocce, when things start to go wrong, the bureaucrat is the one who leaves the balls on the ground because he is afraid of making things worse, while the entrepreneur is the one who “rolls”. With a direct and energetic move, he turns the game around!».

Getting back to rewards, those who embrace the “Ride the Turnaround” logic receive their just rewards. What happens for those who are struggling to get into the flow?

«The theme “leave no one behind” is a core spirit that we live out every day, in every way. It would be a biased view that provides rewards for only those who are “doing well” and does not address those who may be having difficulties, as happens in all professions around the world. In opposition to the bureaucratic approach, we have developed a very conscious culture of feedback, that of returning constructive observations when results haven’t been achieved. Every business theorist knows that performance is often represented by the *Gaussian* distribution: alternating ups and downs. Statistically, for every over performer in a medium-large sample, there is an under performer, so in the “low” moments of the life cycle it is necessary to draw on the source code of resilience, the hormone that we put into circulation when we were able to play on the attack. This is part of what is known as a company’s “*immune system*”, a crucial issue that acts as a watershed when you’re forced to retreat on defense due to increased instability».

In the time of a pandemic, what do we need to focus on in regard to human capital?

«As I was saying, in the “Mediterranean” spirit of enterprise, the Anglo-Saxon culture of feedback has struggled to emerge, more for ideological reasons than anything else.

I believe instead that under performers should not be sidelined but rather involved and stimulated through training and mentorship programs. The goal is to raise the amount of attention given to those who have not developed the entrepreneurial attitudes we are talking about, including through the use of feedback. It is a **“stop and coach” method**: when you are experiencing difficulties, you stop and, together with a specialist, start up again in order to improve your professional career. From the start of the pandemic, the resilient system developed by Maire Tecnimont allowed everyone to respond with a great sense of responsibility, both towards external parties as well as towards colleagues, collaborators and internal team members. As we said a few months ago, our “champions” are **swimming upstream like salmon in rivers**, spreading adaptive approaches and using, with increasing competence, the digital technology that is changing our professional lives».

What is the most tangible example you can think of in the area of entrepreneurial culture?

«I immediately think about the launch of **NextChem**, the company within Maire Tecnimont that operates in the field of **green chemistry** and technologies to support the energy transition. In order to land in the blue ocean of green chemistry we made NextChem grow as an internal start-up, imagining new scenarios in a market that no one had yet seen or occupied. Then, when the vision – aligned with the vision of the Group – was shared by an initial squad of pioneers and brought to life, we began working within complex contexts that would have driven many to give up. For our part, in full entrepreneurial spirit, we have not been affected by uncertainty, instead living it **as an opportunity to be transformed into business**. In companies that do difficult work, if there are those who can develop this ability to see things that no one else sees – in places, contexts and territories that are designated for something else entirely – and if the organization manages to “synthesize” this hormone of vision, then all the conditions are in place to achieve surprising results. This means that all of the team members are aligned in this search for *blue markets*. Everyone feels equally important, including the assistant who, if she can't find a seat on the usual plane, will do everything he or she can to get that manager to his or her destination on time. In the end my mind often goes back to a quote by Goethe: *“Whatever you can do, or dream you can, begin it. Boldness has genius, power and magic in it”*. It is the example of Elon Musk, who for many years was the first to envision an electric car company as a technological enterprise and an independent automobile manufacturer. He was the first to see this prospective: then, as Goethe says, **he began to move within it**, according to a *self-fulfilling* prophecy. He began to believe in it, adapt to difficulties, and take advantage of opportunities. He, like so many others, didn't have all the variables under his control: **an entrepreneur starts out by believing and along the way he builds**. Then, of course, he must acquire the ability to be a “doer”, as well, perhaps on his own or surrounded by good managers. Without the ability to do, to put the vision into practice, everything remains an abstract dream. And none of us want to work in companies that have ended up on a dead-end track, in what Americans call the **Death Valley of innovation**. Only by continuing to employ our Italian entrepreneurial mindset, operational skills, technology and engineering will we continue to stand out in an increasingly competitive field. Where every single decision made by every single person can truly make the difference».

CULTIVATING ENTREPRENEURSHIP

«**E**ntrepreneurial management is a leadership structure designed specifically for the uncertainty that characterizes the 21st century». **Eric Ries**, entrepreneur and creator of the Lean Startup method as well as the author of "The Startup Way", previously mentioned in the first pages of this issue, talks about a discipline created to help leaders cultivate an entrepreneurial attitude for themselves and their teams.

EVOLVE regularly dedicates articles and interviews to the themes of Human Capital and Accountability. In collaboration with human resources and management experts, we have told stories of large projects and investments that required goal-oriented (and team-spirited) task forces. Each challenge corresponds to the commitment and contribution of a multitude of people, each with their own specific skills and professionalism, and their own original talent.

We know that to be an *entrepreneur in a network of entrepreneurs*, and thus create shared value, it is not enough just to have a group of people working together. On the contrary, it is necessary to activate and encourage mutual collaboration, orienting it towards the achievement of common objectives. But that's not all: we must be able to take it one step further, promoting innovation as a value. Making people, the true protagonists of the evolution underway, the promoters of change capable of making the process concrete

THE PHRASE "ENTREPRENEUR IN A NETWORK OF ENTREPRENEURS" CANNOT SIMPLY BE REDUCED IN MEANING TO 'A GROUP OF PEOPLE WORKING TOGETHER', THEY ARE NOT EQUIVALENT. SARA FRASSINE, GROUP DEVELOPMENT & COMPENSATION HEAD OF DEPARTMENT, RETRACES THE STRATEGIES AND PROJECTS THAT PROMOTE THE INDIVIDUAL AND WIDESPREAD "ENTREPRENEURIAL" CULTURE AT MAIRE TECNIMONT. AWARE THAT INNOVATION CANNOT BE SEPARATED FROM PEOPLE, THE HIGHLY INNOVATIVE APPROACH IS HELPING TURN NEW CHALLENGES INTO OPPORTUNITIES FOR GROWTH AND DEVELOPMENT. WITH GREAT RESPECT FOR ROLES, RESPONSIBILITIES AND OBJECTIVES.



**Sara
Frassine**

and effective. «Maire Tecnimont has always put its people first, aware that challenges can only be met by pooling the energy of individuals, with the kind of engagement that makes them feel part of the company community» explains **Sara Frassine**, Group Development & Compensation Head of Department. «Over the years, we have launched numerous initiatives to maximize everyone's contribution to the Group's success. Some examples that come to mind are the training courses on offer, the Employee Performance Commitment (EPC)



assessment process, the Employees Share Ownership Plan and the program Be Adaptive! These are all initiatives stemming from the entrepreneurial vision and innovative spirit of our Group».

Innovation is expressed by choosing cutting-edge technologies and designing advanced business models and processes; it is therefore impossible to conceive of it as being distinct from and independent of people. Undoubtedly, the success of a multinational group cannot be achieved without the contribution of each individual - an entrepreneur operating in a network of entrepreneurs - and the participation of those individuals in meeting company challenges. «Recognizing merit and skill is the backbone of our growth - continues Frassine - as well as the involvement of our people in the shared effort and commitment of achieving ambitious goals. In 2016, this awareness prompted the company to launch the groundbreaking initiative

of the Employees Share Ownership Plan, also proposed for the three-year period 2020-2022, which provides employees with the opportunity to receive Maire Tecnimont shares free of charge, subject to the achievement of predefined objectives». The plan, which has been enthusiastically embraced by the company's personnel, has seen continued adherence in more than 96% of the employees involved over the three-year period from 2016 to 2018. «The near-total adherence to the new Plan in 2020 - with peaks of 100% in India - has surpassed the success of the first edition of the plan. Our people are our greatest asset, generating value through their skills, knowledge, and technical and professional abilities. But motivation and commitment to current and future strategic challenges also play a decisive role, as does feeling part of a single project that aims to achieve common goals».

Training and Mentorship

Training, both specialized and transversal, is a tool that can guarantee levels of operational excellence and the continuous improvement of skills. Sara Frassine explains: «Developing the EPC evaluation process in the various Group companies has allowed us to spread common values and strengthen a positive feedback culture aimed at growth throughout the years. Based on the analysis of the needs expressed in interviews with managers, we are offering





*technical-specialized updates, training initiatives dedicated to project management methodologies, risk and contract management, and in-depth analysis of economic and financial issues to the people in our company. Not to forget the consolidation of managerial and communication soft-skills through programs and workshops dedicated to leadership, effective behaviors, negotiation and team-working». Frassine continues by saying: «All this is possible not only by drawing on the experience of seasoned professionals, but also thanks to the collaboration of colleagues who serve as teachers. In the unique situation of these past months, **training has been one of the fundamental elements that has helped maintain cohesion among our people, creating identity and making the company feel present and close.** Our digital platform **MET Academy** is a very supportive tool enabling all employees from every part of the world to access more than 200 training units and lesson learnt, in order to tap into the company's extensive knowledge base. In the same spirit, for the first time in the Group, we created a series of webinars on interdisciplinary topics open to the entire corporate community in early 2021. The next challenge will be to complement our rich training curriculum with specific development paths and mentorship programs, aimed specifically at the Group's younger employees, who represent the future of Maire Tecnimont. An essential role will be played in this program by a more senior management team, who will be involved as mentors capable of sharing experience and knowledge... In fact, we want this to be yet another opportunity that will help the entire organization grow».*

This is how professional knowledge flows in multiple directions, with multicultural and multigenerational teams able to field test the activities of a plant in real time, developing technical, decision-making and problem-solving skills. Having the right mix of **competencies needed to manage complex projects** allows you to deploy the most effective team. *«The goal is to create the most competent and complete team - confirms Frassine - in terms of the specific needs of the projects, backed by a wealth of varied and complementary professional experience».*





Working towards objectives, with a smart approach

In this roundup of best practices on corporate entrepreneurship, there is also the issue of being adaptive: the world, technology and the way we conceptualize space and time are, in fact, changing rapidly. «Our CEO has repeatedly explained - says Sara Frassine - that digital technology should be experienced as an opportunity not only to redesign processes, but to offer the market the know-how that facilitates change. On the other hand, digital transformation is successfully changing business models and the structure of the value chain: I am referring to the impact on processes, organization and corporate culture. Since 2016, we have incorporated smart working, choosing a highly innovative approach,

and launched the **Be Adaptive - Think Tank** ideas competition to encourage the extensive and immediate involvement of our people in this new experience: employees were given the opportunity to present, either individually or in groups, a business case on **the introduction of Agile Working**. The participation of more than 150 colleagues and the presentation of 58 business cases provided the first real confirmation of the validity of the adopted approach to involve and engage people in the transformation process».



Our people are our greatest asset, generating value through their skills, knowledge, and technical and professional abilities.



The onset of the pandemic has confirmed the viability of Maire Tecnimont's flexible model. We had projected its effectiveness during the pre-test phase of the technology and geared the model towards maximizing each person's ability to operate autonomously and achieve the results required of them. «The entrepreneurial spirit is strengthened by the prospect of choosing the most effective work format, whether in person or by remote, - concludes Frassine - **which encourages responsibility and initiative** in managing assigned activities, as well as helping to reconcile the demands of one's professional career with one's private life. Every employee has been allowed to manage his or her own workday, under the guidance of his or her supervisor, and to choose the most suitable place from which to carry out the work they must accomplish. In this case, the use of the term **people-oriented** strategies is quite appropriate. It became very clear during the most critical months of the healthcare emergency that agile thinking was already widespread throughout our organization: this awareness has been a great support, both internally and to all our stakeholders. We will continue to invest our focus on new initiatives such as digital transformation, innovation of knowledge creation and dissemination processes, fully aware that these areas will become increasingly interconnected. And the more effective these new initiatives are, the more people will continue to be active participants».

BUSINESS INTELLIGENCE AS A VOCATION

AT THE AGE OF 19 HE STARTED WITH 3 EMPLOYEES, TODAY HE IS AT THE TOP OF A GROUP OF 50 COMPANIES IN 45 COUNTRIES AND OVER NINE THOUSAND EMPLOYEES. FABRIZIO DI AMATO IS THE EXAMPLE OF AN ENTREPRENEUR WHO INTERPRETS ENTREPRENEURSHIP AS TAKING ON RESPONSIBILITY AND SHARING GREAT CHALLENGES.



U pon receiving his “Honoris Causa” degree in Chemical Engineering in the spring of 2018, he was visibly overcome with emotion. Crossing the threshold of the lecture hall named after Nobel Prize winner Giulio Natta, in the heart of the Milan Polytechnic Institute, **Fabrizio Di Amato** saw the ideal timeline of the entrepreneurial path that, as a young 19-year-old at the helm of a small company, led him to become president and main shareholder of the Maire Tecnimont Group. *«I have always considered it important to go where other professionals did not: looking for new horizons and creating new niches in the market»* Di Amato explains to us today, recalling the “Blue Ocean” theories and the great industrial development of Italian engineering.

The story of the number one at Maire Tecnimont is a personal one, full of entrepreneurial flair, intelligence and expertise that has been put to good use in a country that has benefited from a human capital of excellence, despite its limited amount of underground natural resources. *«If I think back to my first few years, I remember starting out as an outsider in an industry dominated by long-established companies and consolidated business. My search was for uncharted territories that did not yet exist in the business world. But in the wake of the great changes that took place in the 90s, we realized that new areas of the market were opening up».*



Linked to the same number of spheres of economic action: the job market, the product market and the financial market.

Acquisitions and meritocracy

Supported by a sense of entrepreneurship lived as a vocation and destiny, since 1983 Fabrizio Di Amato has always reinvested everything, acquiring small companies in search of expertise. *«If you want to grow – he explains – you must always be focused on your goals, have a clear direction to follow and at the same time seek the best among those skills, both technological and human, that you need most to develop. Those that you do not have available internally, you must know how to bring in from the outside. As I did when we started expanding our technology portfolio: you have to start by identifying technologies that are adjacent to your business. And the same is true when you bring people into your company: you must always convey clear objectives, lay out a path, but do so from a perspective of meritocracy. We need to run slowly, moving forward while guaranteeing long term stability».*

By the arrival of 2000, Di Amato (whose company, in the meantime, already had about 20 million in revenue and 400 employees) chose to change his strategy, deciding to focus on large engineering and contracting firms. The acquisitions of first **Fiat Engineering** and then **Tecnimont** demonstrate the objective of bringing together the enormous unexpressed potential and international profile of these companies, in a sector that risked being taken over by foreign investors (with inevitable reductions in employment and the loss of both expertise and associated



An overall vision looking ahead to the future

To analyze his entrepreneurial vision properly, we need to take a step back. Back to the time when, as a boy, Fabrizio Di Amato gathered some work experience in a small plant engineering company during the summer. *«I was 17 years old – he says, smiling – and I helped in the office, on the construction site, and in supplier relations. I did a bit of everything, but I had an excellent predisposition for following economic and financial trends».* Studying and working in the same company, Di Amato acquired many skills: at the age of eighteen the owner at that time asked him to lead a team of 20 employees. *«It was a great school – he recalls – I was flattered by the offer, but it did not correspond with my intentions, because I had a different idea. I told him that I would be opening my own company, but if he wanted, I would work for him as a subcontractor. And that's how it went. At the age of 19, I formed a de facto company, and from there my adventure began».*

As Giuseppe Berta, professor of Contemporary History at Bocconi University, maintains (we will discuss his essay **“L'enigma dell'imprenditore”** in a separate article), entrepreneurship, which comes from the term “imprendere” meaning to take a risk, has often been characterized as the *driving force* behind the economic process. For this reason, the key value for every Maire Tecnimont employee today is entrepreneurship as an assumption of responsibility. In establishing the typical features of great entrepreneurs – their behavior as well as their values – business historians summarize three ideal characteristics: the **“engineer”**, the **“businessman”**, and the **“financier”**.




 activities). *«Integrating Fiat Engineering and Tecnimont was a real injection of confidence and entrepreneurial energy, to the benefit of organizations unaccustomed to competition. By transforming them into companies capable of competing in the market, we paved the way to building a group of excellence capable of operating abroad and, as a general contractor, of managing increasingly important and complex projects all over the world, developing an increasingly technology-driven approach. Before I landed on Fiat Engineering, I scouted many Italian companies in the general contracting sector. But I always ran into the same problem: most of the time the financial situation of the companies from the construction sector was precarious, while those from the engineering sector showed a more solid performance and were more international. When the Fiat crisis began to manifest itself, those activities less related to Fiat's core business of automobiles, which included Fiat Engineering, were put on the market. It seemed to me to be the right opportunity, but it was not easy. It was even difficult to get a meeting in Turin. I still remember that when I introduced myself, I found a group of Fiat managers sitting around a table. The one who was at the head of the table looked at me and said: Before you sit down, do you have the money...? Fiat Engineering was much bigger than us: its revenue was over fifteen times greater than ours. The negotiation was very tough, and in the end, we agreed on 30% initial Fiat participation with the commitment that after three years they would be completely out. Ultimately, things went better than planned, and in light of the following acquisition, we completed the transaction after just one year. It was the most difficult transaction I've ever made. And also, very brave. Having always kept the plant engineering*

activity separate from other personal business endeavors, I had the opportunity to contribute to this important acquisition thanks to proceeds from divestments and other income. Going from 200 people to 1,000 was not an easy feat. But we succeeded».

After Fiat Engineering, the arrival of Tecnimont

The acquisition of Tecnimont, once an engineering division of the Montedison Group, was the second important step in the Group's growth. The company was active in the construction of large industrial plants all over the world, especially in the petrochemical sector. It was heir to the great Italian tradition of industrial chemistry that dates back to Giulio Natta, the inventor of polypropylene.

«My goal was to internationalize: Tecnimont, thanks to the great competence of its people and its presence in many countries, was the ideal platform that had to remain Italian. This was also a very complex acquisition, evaluated as one of the most important m&a operations in Italy. Today Tecnimont is a world leader in the execution of polyolefin plants with a global market share of 30%. At the same time, it has expanded its business to refining, to the entire gas value chain and progressively to the energy transition and green chemistry. In the acquisition process there was no colonization of the buyer over the company that was bought out, but rather an enhancement of the distinctive internal skills according to a merit system. A method that

I have always adopted in all acquisitions. By betting on the right people».

To obtain Tecnimont, Fabrizio Di Amato and his team had to **defeat the competition of a major Japanese company**. *«The Confindustria of those times, led by Luca Cordero di Montezemolo, also played an important role. On the other hand, the risk was that the country would lose first-rate engineering skills, and I wanted to get to where we are now, among the first in plant engineering for the transformation of hydrocarbons. After Tecnimont I tried to make contact with Eni to acquire Snamprogetti; but after an initial approach their strategy changed and they decided not to sell».*

The fact that Di Amato **developed all three characteristics of the entrepreneur** is a fundamental factor in his case, especially the financial aspect, which succeeded in establishing a strong nucleus of technical and commercial know-how. Di Amato confirms: *«What was one important step? I met some enlightened bankers who, without knowing me personally, assessed and appreciated this industrial project to create a major international engineering player, and the fact that I was contributing with my own capital to the transaction as well as my commitment as a long-term shareholder. The natural resources transformation sector where Maire Tecnimont operates is for the most part comprised of public companies, and people outside of Italy are not used to seeing an entrepreneurial figure behind it all. But when they come to realize, it becomes a further guarantee. I had developed a good relationship with the banks due to the creditworthiness I had acquired over the years. They knew that I paid regularly, as I had demonstrated throughout my entire entrepreneurial history. In fact, I have always believed in the financial solidity of holding companies which I believe must be well capitalized with their own resources, so that, if necessary, they are able to intervene in support of the operating companies, as I needed to do in 2013».*

By endowing the Group with entrepreneurial tenacity (necessary to keep the rudder straight), a willingness to look beyond limitations and the ability to integrate insight and skill, in 2013 Fabrizio Di Amato completed its *management reorganization* process with the hiring of a CEO. *«I know many entrepreneurs who were fundamental to the starting of their company, but who*

*are now struggling to let go of their operational power. When we were small, I did everything myself, but the more the company grows, the more the complexities increase. We chose the right moment to delegate our operational leadership to a CEO, **Pierroberto Folgiero**, whom I consult with daily, and who can count on many capable managers all contributing to operational management. I believe that the entrepreneur, regardless of the delegated powers, must make his presence felt, supporting management in their strategies through a very short decision-making chain».*

The background of Maire Tecnimont's name

The rest is recent and ongoing history. After the acquisitions of Fiat Engineering and Tecnimont – leading up to the creation of the Maire Tecnimont Group in 2005 – followed the acquisitions of the remaining 50% of Tecnimont ICB India in 2008 (headquartered in Mumbai, now the main engineering center abroad with over 5,000 employees and technicians) and Stamicarbon, a Dutch company and global leader in the development of technologies for the production of urea (fertilizers), with intellectual property and over 50% of the global market in terms of licensing in 2009. *«The following year – recalls the chairman – we finalized the acquisition of KT-Kinetics Technology, a well-known Roman company active in hydrogen and sulfur technologies and the construction of plants. KT also allowed us to expand our expertise in refining, contributing to the development of our new technologies in the green chemistry sector, as is the case with the much talked about hydrogen».*

Why the name Maire Tecnimont? *«At the time of the creation of the parent company, which integrated the first two large companies acquired, a new name had to be chosen. We even hired a specialized company but we didn't like any of their proposals. In the end, Maire came to mind, which I had already used, and which is the acronym of the names of my two eldest children: Massimo and Irene. The name of my other holding company, Glv, is derived from the names of my youngest children: Giovanni, Ludovico and Vittoria».*

Looking ahead in order to meet global environmental challenges and achieve European decarbonization targets, new chemistry will increasingly focus on waste recycling, biochemistry and electrochemistry. The latest to be created was **NextChem** in November of 2018, a subsidiary where the managerial and technological expertise of the Group's other companies involved in Green Chemistry have converged. Fabrizio Di Amato concludes: *«We were pioneers in this transformation. Today NextChem is a solid entity, with numerous projects underway to accompany the energy transition. It is an irreversible process, but also a great opportunity to reposition Italy, re-launch employment and create long-term industrial value».*

YOUR SENSE OF ENTREPRENEURSHIP

1. Who is considered to be the first “technological” entrepreneur in history?

A

Bill Gates, who started Microsoft with his friend Paul Allen in Albuquerque, New Mexico in 1975. In 1983, already 30% of the computers around the world were operating with Microsoft software.

B

Steve Jobs, the founder of Apple in 1976. In 1984, he launched the Macintosh, the first computer controlled by a mouse.

C

Johann Gutenberg, the inventor of movable type printing in 1455. He developed his product in secret and then made it publicly accessible as an open source.

D

Henry Ford, one of the founders of the Ford Motor Company in 1903. In 1913 he introduced the assembly line in his factories to optimize the time and work of his employees.

2. What is internal locus of control?

A

The capacity for analysis and personal introspection.

B

The propensity to attribute one's successes or failures to factors directly related to one's own abilities.

C

The habit of keeping your desk in perfect order.

D

A new app that alerts you when you're under high stress.

3. You must have the Purple Cow to achieve success. What is the Purple Cow?

A

Something phenomenal and unexpected that makes the product amazing.

B

A high-protein diet followed by the richest Silicon Valley entrepreneurs.

C

A secret mascot that a company doesn't show to the public.

D

A type of business organization that is inspired by the work cycle on a farm.

4. What is the Scrum method?

A

From the English term that refers to the scrum in rugby, it is the strategy for forming an extremely high performing team.

B

The strategically organized coffee break after a meeting to gather candid impressions.

C

A Tik Tok format to quickly present new business ideas.

D

A specific type of Yoga to improve concentration at work.

5. What does GTD stand for?

A

Guaranteed minimum prize pool, the exclusive poker tournaments played by wealthy entrepreneurs.

B

Getting Things Done, a method to achieve maximum mental and organizational efficiency.

C

Global Trade Directory, an online resource where international trade experts post content.

D

Gara tra Dotti, a friendly competition among the most cultured Italian entrepreneurs.

Answers: 1 c; 2 b; 3 a; 4 a; 5 b.



GLOSSARY

COGITO ERGO SUM... ENTREPRENEUR

Disruption

A creative approach to transforming an existing idea or product into something better.

Strategy

Conceive ideas, carefully study the implementation process, assess the risks and opportunities for success, and verify the progressive achievement of goals.

Leadership

The ability to communicate one's value and potential so clearly to others that they can see it themselves.

Vision

A mental image of the end result that must be clear, simple, focused, ambitious, and enduring.

Innovation

The ability to seek efficiency even in repetitive activities through new approaches and experimentation.

Interpersonal skills

Includes empathy, organizational awareness, the ability to develop your team and convince others of your ideas.

Problem solving

A technique of systematically analyzing the big picture to then make a decision, choosing certain priorities and using creativity rather than the usual standard methods.

Management

The ability to accomplish everything that it is possible to do in the best possible way, on a daily basis and in the short term, towards select strategic end goals.

Governance

Knowing how to manage the succession of events in the medium and long term through the organization of time, resources, work, processes and information.

Assessment of risk

Systematic analysis to obtain an assessment of different levels of risk from which to make choices.



THE ENIGMA OF THE ENTREPRENEUR

Who is an entrepreneur, and what is his purpose? How do management and technocracy coexist? What is “labor” capitalism as opposed to organized capitalism? And what about digital capitalism? It is essential to know who an entrepreneur really is in order to understand the nature of the company, the creation, that comes to life from his work. The history of the word “entrepreneur” – and the clarification of what role it plays in the corporate, financial and digital worlds today – contains many of the elements that characterize pre and post-pandemic business. You gain insight into the uniqueness of Zuckerberg, Musk, and Bezos. Solutions for managing innovation (both digital and mechanical) and protecting jobs come intuitively. A combination of machinery and lives, the right mix of organism and organization, the company is shaped in the likeness of the entrepreneur. But also, of the managers he surrounds himself with, the true alter egos of the entrepreneur.

A historian and lecturer at Bocconi University, Giuseppe Berta directed the Fiat Historical Archive from 1996 to 2002. Over the years, he has written numerous essays including “Mirafiori. La fabbrica delle fabbriche”, “Fiat-Chrysler e la deriva dell’Italia industriale”,

THE ESSAY BY GIUSEPPE BERTA, HISTORIAN AND PROFESSOR AT BOCCONI, REVEALS THE THOUGHTS OF ECONOMISTS AND SOCIAL SCIENTISTS ON THE CHARACTERISTICS AND FUNCTION OF ENTREPRENEURSHIP. AS IT RELATES TO THE ABILITY TO INNOVATE .



“Le idee al potere. Adriano Olivetti tra la fabbrica e la comunità”. Reading his work is tantamount to receiving a comprehensive review of theories on entrepreneurship and management, examined from within the historical and cultural framework of their time.

“The most visible effect of the new technological revolution, – Berta writes in the introduction to “L’enigma dell’imprenditore”, published in 2018, – has consisted precisely in bringing the entrepreneurial mission back into full view to celebrate its creative power. At the same time, innovation has once again become the distinguishing factor in the entrepreneur’s role in the economic process». His essay retraces two centuries of the history of economic culture, focusing on the fundamental attempts to analyze the characteristics and tasks of entrepreneurship. Cantillon and Say, the classical English political economy and Marshall, Schumpeter and Sombart, represent the stages of a thought process that cross the boundaries of disciplines and unites Economics, History and Sociology.

The professor notes how the entrepreneur personifies a combination of aptitudes and skills that can generate economic success, both individually and within an organization. Entrepreneurship coincides with the virtue of personal initiative: qualities to be developed with

tenacious and proud affirmation of individual talents, result-oriented commitment and special dedication.

From among the pages, one thought continues to emerge: the virtue that best characterizes the entrepreneurial role is the ability to innovate. «*What is the best term to conventionally define the entrepreneur? Without a doubt, the one of “innovator”.*» In the chapter dedicated to entrepreneurship (as both a vocation and a destiny), Professor Berta explains how the business leader differs from other social figures in the economic system, because he spreads the ethics of logic and shapes the various organizational structures. «*Charged with a variety of tasks, the entrepreneur can be nothing but a lone hero. [...] For Sombart (a German economist from the beginning of the twentieth century) it is a leadership role that can only ever be taken on by a select few: by those who emerge with their own thoughts and decisions, who tread their own path and are followed by the majority.*» Therefore, being an entrepreneur in mature capitalism means **exercising charismatic leadership**, although the fate of the business does not necessarily depend on the owner or director.

Schumpeter, Berta explains, does not see the entrepreneur's main aspiration as the desire for wealth and the search for well-being. The «*men who created modern industry*» were of a different mettle. They were certainly not «*whiners who continually and anxiously wondered whether each effort they needed to make also promised them a sufficient increase in their own pleasure*». And if the entrepreneurial drive is not explained by the pursuit of wealth, which aspects of their psychology – Berta wonders – should be explored to understand the underlying factors? Schumpeter essentially points out two. «*Satisfaction is derived from a social position of power. And also, the joy of creative purpose*». The latter is compared to the reward that comes from the creative action of the artist, the philosopher or the politician.

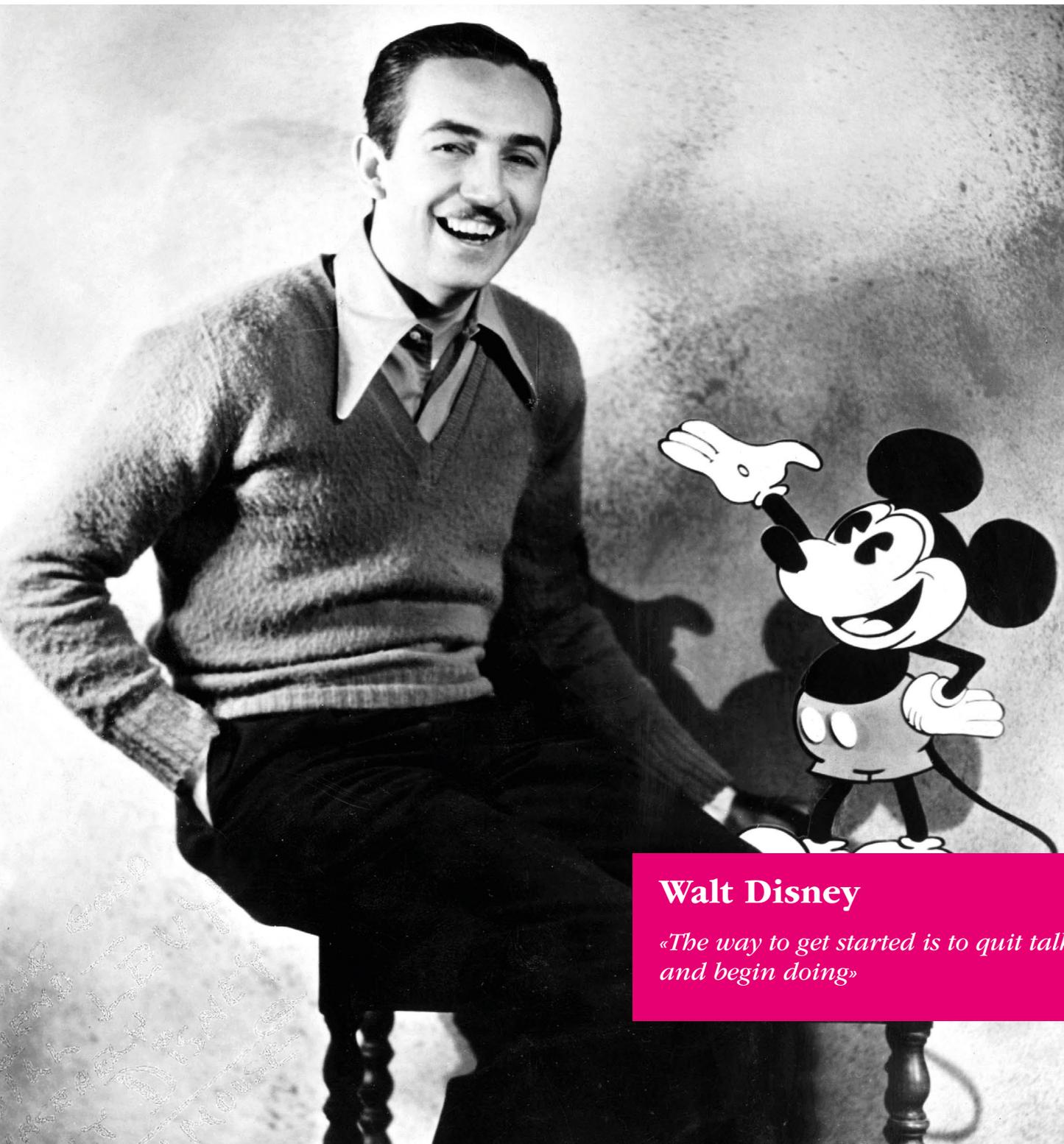
The author goes one step further when, talking about the dominant personality of the entrepreneur, he compares him to a sort of Übermensch, a superman who transfers the Nietzschean word of Zarathustra

to the economy. «*He is certainly a “strongman” who tends to exercise his dominance through unbridled energy. He possesses “an excess of energy”, which leads him to inexhaustible activity, making it a “purpose in and of itself”.* **For the entrepreneur, the pleasure of action is a part of his “psychic reality”.** *In this he is similar to the gambler, for whom no amount of winnings will succeed in distracting him from his passion.*»

«**L'enigma dell'imprenditore**» essentially paints an increasingly human picture of the entrepreneur, who will not be able to retire in his prime, but will only leave the field when evening has descended on his day. That is the moment when he will feel the living forces that once led him to success fade away inside him. «*On the other hand – the author concludes – one cannot be an entrepreneur forever: the season of creativity does not match that of the physical life*». Though we might say there are a few exceptions, when looking toward the digital entrepreneurs of the third millennium. Or to those, like Fabrizio Di Amato, who, having surrounded themselves with people of great value, understood how to make different roles complement one another in time. With a more comprehensive approach that combines the “doer” with the “dreamer”, the managerial soul and the entrepreneurial vision.



IF YOU CAN DREAM IT, YOU CAN DO IT



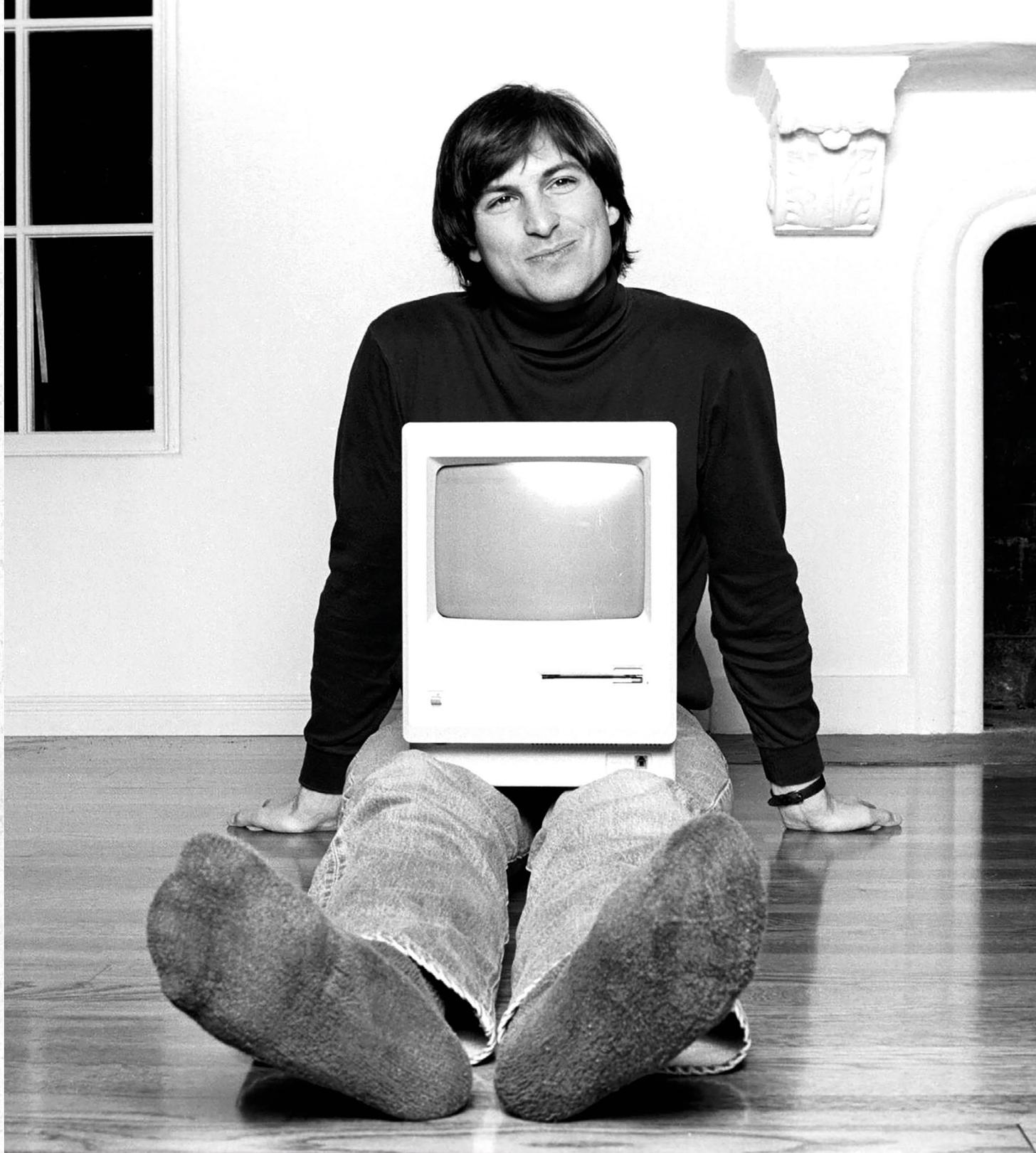
Walt Disney

«The way to get started is to quit talking and begin doing»

Estée Lauder

«When you stop talking, you've lost your customer»





Steve Jobs

«The people who are crazy enough to think they can change the world are the ones who do»

Elon Musk

«I think that's the single best piece of advice: constantly think about how you could be doing things better and questioning yourself»



Henry Ford

«If I had asked people what they wanted, they would have said: faster horses»





Coco Chanel

«In order to be irreplaceable, one must always be different»



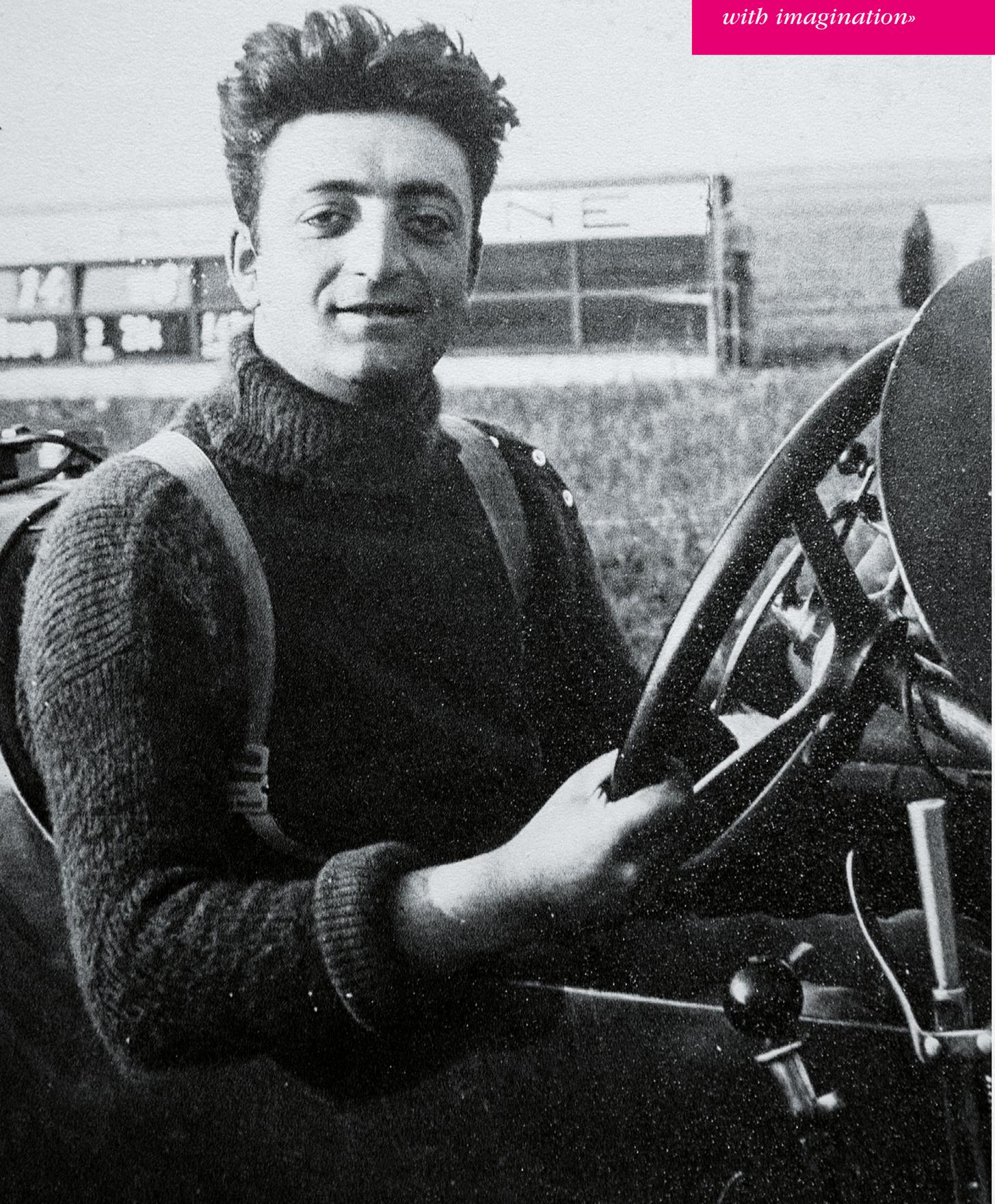
Miuccia Prada

*«You cannot do something just for the money.
You have to do things you believe in and eventually
you will make money»*

Enzo Ferrari

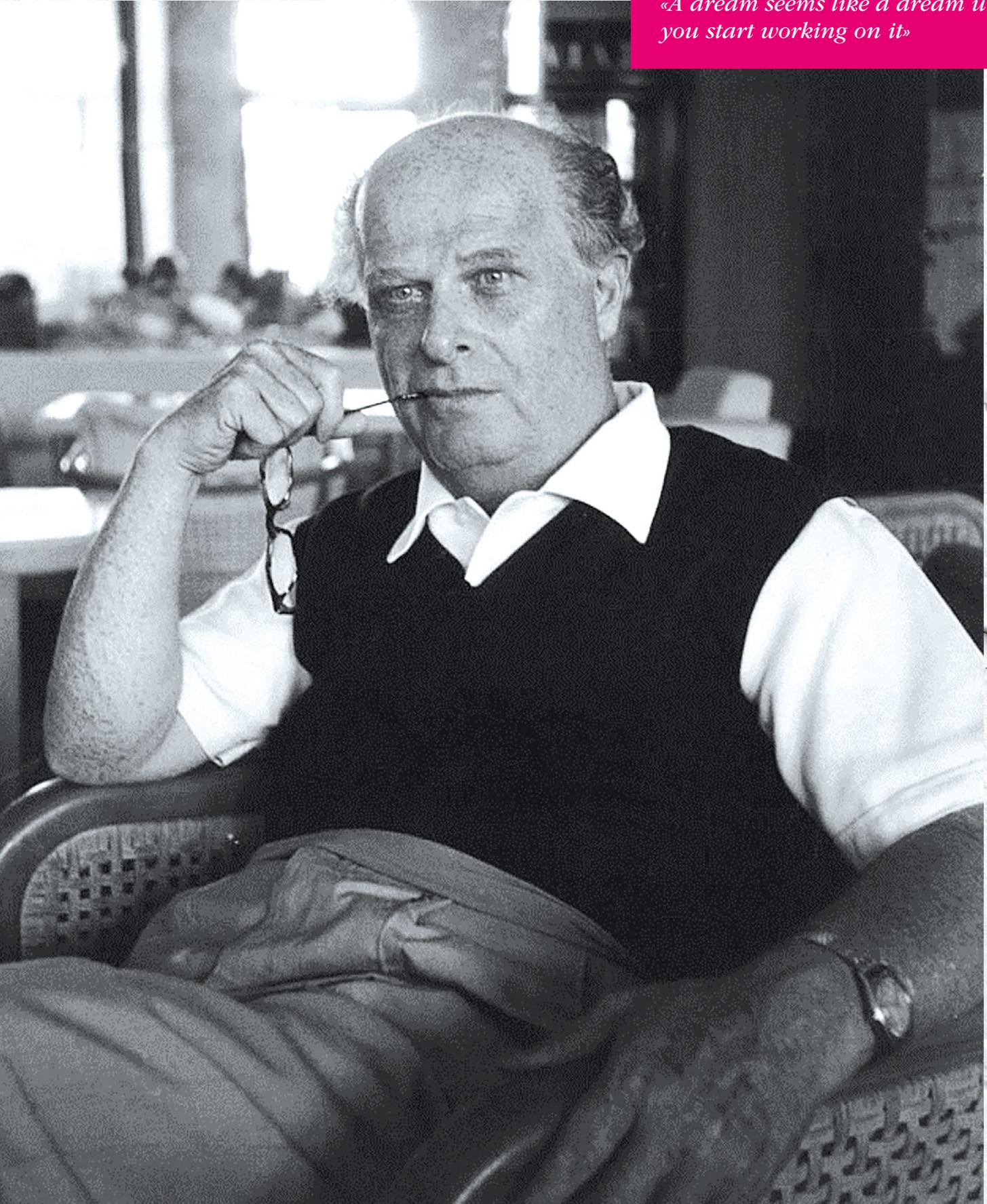
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*«We don't have oil and mines,
but we can excel in the world
with imagination»*



Adriano Olivetti

«A dream seems like a dream until you start working on it»





Madam C. J. Walker

«Perseverance is my motto»

SUSTAINABILITY INTEGRATED INTO THE CORE BUSINESS

There are fundamental questions that every entrepreneur and every company, whether large or small, must be able to answer in a given historical and economic context. Today it is necessary to find the right answer to this question: «*Why is it important to integrate sustainability policies into corporate business and what does this integration mean in concrete terms?*». Let's start by saying that sustainability is now understood to be a key tool for sustaining not only the competitiveness and reputation of a company, but also its profitability. In other words, sustainability can no longer be considered just something added to everyday business, but rather must be seen as an integral part of it. Studies and analyses carried out by academics and practitioners over the last few years have offered different answers to the question of integrating sustainability into corporate business. While there is no unanimous opinion, there are multiple points of view, each emphasizing a key aspect of the equation. To understand them, it is useful to analyze the results of a project carried out by Ernst & Young, entitled “**Seize the change – Integrating sustainability into the core business**”, where the global network of consulting services identifies the five most important meanings of the concept of integrating sustainability and business:

Drive for operational excellence, because it enhances the ability of processes to achieve expected results, enriching and updating them through the lens of sustainability (for example, the introduction of environmental and social sustainability clauses in the supplier selection/management process or the integration of sustainability risks in the risk management process).

Integrated thinking, in which integration is a new holistic way of thinking about the company and of conceiving the creation of value as a result of the interaction between tangible and intangible capital in the specific context in which it operates.

Engine of innovation, because integration generates new ways of innovating products, including environmental and social aspects right from the moment of their conception.

Response to a changing world, meant as the ability of companies to understand and interpret the social, environmental and economic changes taking place, so as to transform not only operational practices, but also the very purpose of business.

New models of social impact, where radically new business models truly oriented towards the common good and its impact on society take hold.

Regarding the issue of the benefits of integrating sustainability and business, EY traces the benefits back to **three macro-categories**: greater investor attraction and risk reduction, customer commitment and reputation enhancement, and improved human resource management.

In the first case, a positive correlation emerges between sustainability integration and financial performance in terms of **equity returns, return on capital, and investments**. The results are estimated to be a performance differential of 4% to 6% for “high sustainability” companies compared to unstructured entities. Why? Better

IN THE CURRENT HISTORICAL-ECONOMIC CONTEXT, COMPANIES THAT HAVE CHOSEN TO IMPLEMENT SUSTAINABLE POLICIES HAVE DEVELOPED GREATER RESILIENCE. THESE ARE THE MOTIVATIONS, PATHS AND RESULTS OBTAINED BY MAIRE TECNIMONT GROUP.

management of intangible capital, long-term vision, strong relationships with all business stakeholders, and increased focus on risk management. In terms of **customer commitment and reputation enhancement**, analysts argue that sustainability strengthens the bond with the customer from the perspective of business and values, developing brand loyalty. And finally, the third benefit relates to **improved human resource management** measured in increased worker productivity, job satisfaction, and greater corporate attractiveness to new talent.

The path of Maire Tecnimont

Within our Group, all of these questions were asked many years ago. For some time now, thanks to the support of an increasingly mature corporate culture, we have been working on the **integration of sustainable policies into our core business**. Over time, it is from this awareness that our resilience has developed; that ability to adapt and react to external shocks, which has allowed us to face the crisis generated by the pandemic, an event that has upset the balance of markets and threatened every form of social organization. This is also why we have a thorough understanding of what “sustainability” means: it is a **path towards evolution that is born from the values**

of a company, is rooted in its processes and generates impact in the world. By answering the right questions (those reviewed above), key words and messages are generated that define and determine the entrepreneurial style of each company. Maire Tecnimont’s assets are: a commitment to the acceleration of the energy transition, digitalization, open innovation and the creation of value with respect for the environment in the communities of the territories in which we operate. Emphasizing that above all, the most important aspect for us is our people, their professional growth, and their health and well-being.

A strategy inspired by the UN Goals

This year, in 2021, a repeat of the critical situation caused by the Covid emergency of 2020, we have decided to reiterate the Group’s key concepts with greater conviction, translating them into a **Sustainability Strategy inspired by the United Nations Sustainable Development Goals**: a path that is complementary to our industrial strategy and ESG principles. With this in mind, in addition to having expanded the structure dedicated to sustainability, we are creating a task force dedicated to the reduction of CO2 emissions, a Diversity and Inclusion Committee and several working groups to develop lines of action and projects in four areas of intervention, the four clusters that guide the sustainability strategy: climate, circular economy and environment; people; innovation that brings wellbeing; communities and territories.



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More specifically, the macro-objectives in the environmental area address:

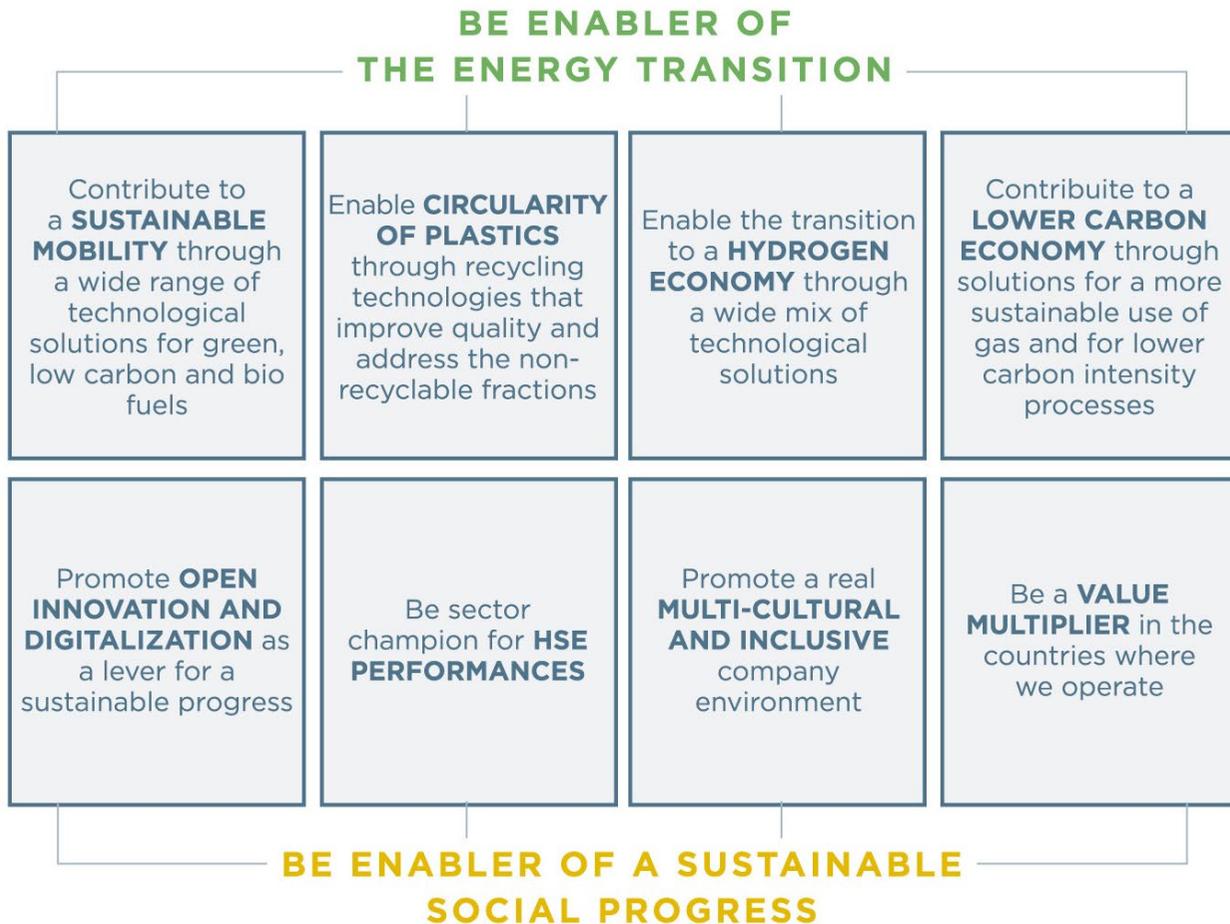
- The contribution to **sustainable mobility** with the development of technologies for low carbon and 'bio' fuels.
- The **circularity of plastics** (through technologies for quality mechanical and chemical recycling) and the increase of solutions to produce bio-plastics.
- The development of technologies to transition to a **hydrogen economy** and a **more sustainable use of gas**.

All this through a concept of innovation that is not only technological (concentrated in particular in the subsidiary **NextChem**), but also economic and social, closely linked to the concept of well-being and at the same time open and interconnected with the external ecosystem. An innovation capable of contributing to both the technological and social process, reducing the impact

on the environment and supporting the shift towards decarbonization. An example of this is the Green Circular District, 10 projects being studied across the country that focus on innovative technologies in the field of green chemistry and recycling, with the aim of converting production sites previously used by traditional and brownfield industries.

«The international and national external scenario - explains Ilaria Catastini, Group Sustainability Manager of Maire Tecnimont - is changing at an unprecedented speed in the drive to reduce greenhouse gas emissions and comply with Sustainable Development Goals. Maire Tecnimont wants to be an enabler of the energy transition in the hard-to-abate sectors on a global scale. At the same time, this is both a business goal of our Green Unit and a sustainability objective: through the development of technological proposals for decarbonization and the circular economy, we are stimulating the ecological transition by enabling an acceleration of the pathways to carbon neutrality. We are also working on reducing our emissions and innovating traditional processes to minimize their environmental impact».

The objective is to **achieve carbon neutrality by 2030**, for both direct and indirect emissions, with the target for value chain emissions extended to 2050.





MAIRE TECNIMONT AND SUSTAINABILITY

The Group, recognized as an ESG Identity - IGI COMPANY 2021 EticaNews as of this year, achieved the following in the course of 2020:

Particular attention has been paid to social development, with priority being given to the health and safety of our people through continuous training and empowerment, the promotion of a multicultural and inclusive environment, and the creation of value in the areas where we operate. As well as the promotion of open innovation and digitalization.

The words of CEO **Pierroberto Folgiero** summarize the objectives of the new Sustainability Strategy: *«We began our journey ten years ago by joining the United Nations Global Compact. Today, we have fully integrated a number of ESG (environmental, social and governance) indicators into our industrial strategy. We are willing and able to take on the role of enablers of the global energy transition, putting our knowledge of the processes for the transformation of natural resources at the service of an increasingly circular and low-carbon economy. Creating value for the benefit of people – whether they work for our supply chains or for the local communities in the geographies where we operate – is a central commitment for Maire Tecnimont. The progress we strive for, as engineers and as doers, is one that creates sustainable progress for people by respecting human rights, diversity that creates cultural richness, and the potential of each person on both the personal and professional level».*

- more than 30 ongoing industrial projects around the world employing energy transition technologies, with a growing portfolio of technologies through a variety of partnership agreements;
- more than 10 projects being studied in Italy for the creation of Green Circular Districts;
- more than 10 international energy transition research projects;
- the extension of the reporting scope to include indirect Scope 3 emissions, with the aim of defining a plan for the gradual reduction of emissions and the offset of those that cannot be reduced;
- SA8000 certification on a multi-geographic level, the first Italian Group and the first company world-wide in the technology, engineering and construction sectors of the energy industry to obtain such a certification;
- the signing of the Women's Empowerment Principles (WEPS) promoted by Global Compact;
- the launch of the ESG qualification program for all new suppliers including social and environmental criteria and governance;
- the provision of over 1.27 million hours of training to the Group's employees and subcontractors with an average of 27 hours of training per employee with a particular focus this year on cyber security;
- the consolidation of a multi-year In-Country Value plan;
- 53% of purchases related to current projects were made locally during the year and approximately 88% of new hires in the new geographies came from the local labor market;
- excellent HSE performance with a zero LTIR (Lost Time Injury Rate) index;
- over 1,700 total patents and 81 projects of innovation, with the adoption of an Open Innovation model involving universities, start-ups and local partners;
- improved ratings with a score of A in the MSCI index and A- in the CDP Supplier Engagement Leader rating.

DOING BUSINESS AT THE EQUATOR

To fully understand what it means to work in Africa, let's start by saying what makes this continent commercially different from others. Africa is a vast, diverse and multifaceted continent. Each country has a different political system, different rules and customs, and differing ways of working. Even analyzing a single African zone, in this case the *Sub-Saharan* zone, one discovers many different Africas, even though they border on one another: there is the hydrocarbon-rich south-western part, and the eastern one, which lacks hydrocarbons and instead has focused on the development of renewables. In a nutshell, unlike Europe and America, Africa does not have a system.

Working in such a complex context first of all requires a deep knowledge of the specific particularities of each country, starting from the *Local Content Law*, a strong ability to adapt and a strong

HOW CAN NEW BUSINESS BE DEVELOPED BY TAKING ADVANTAGE OF THE UNIQUE ASPECTS OF AREAS AND NATIONS WITH VERY DIFFERENT CHARACTERISTICS? DAVIDE PELIZZOLA, VICE PRESIDENT FOR THE SUB SAHARAN AFRICA REGION, EXPLAINS.

entrepreneurial spirit that is able to take advantage of the different business opportunities that each territory offers while also appreciating the relative risks. Accompanying us on this complex journey through the culture and business *practices* developed by Maire Tecnimont in Sub-Saharan Africa is **Davide Pelizzola**, Vice President for the Sub-Saharan Africa Region. His experience in these territories goes back a long way: while he has been working at these latitudes for Maire Tecnimont since 2014, his first knowledge of the Continent dates back to 1990, when he became part of various project teams in Nigeria for Snamprogetti. Then he traveled the world: Pakistan, the Middle East, Norway, America and Brazil. The plane landed in Africa again in 2007 with Saipem: once more in Nigeria, then Angola and Mozambique. And in 2013 he returned to Nigeria with Maire Tecnimont, where he assures us that it is a good place to live and work.



Africa

Downstream and gas monetization

Thanks to his in-depth knowledge of the dynamics in Africa, Pelizzola explains the importance of the role played by Maire Tecnimont in **the promotion and development of business in Nigeria**, a nation of 200 million inhabitants: «Here, we are primarily engaged in transferring know-how on downstream operations, thereby leading the country to become an in-country transformer of what it possesses in abundance, namely, underground resources». The goal of Maire Tecnimont's activity is to build on Nigeria's well-established upstream tradition to train entrepreneurs who can work across the entire industrial value chain. «Nigeria represents

a paradox – Pelizzola underlines –. Although it is the leading producer of oil and gas in Sub-Saharan Africa, and the fourth or fifth in the world, it has abandoned three refineries built 40 years ago, plants that guaranteed a nominal refining capacity of 450,000 barrels per day. Today, as a result of this short-sighted decision, Nigeria finds itself as an importer of refined products: in fact, it exports crude oil and then re-imports it again after it has been refined».

A contradiction that has become even more evident during the recent oil crisis, when Nigeria suffered greater losses than other oil and gas producing countries, such as Russia or the United Arab Emirates. The reason? Over the past years, these countries have developed a very extensive downstream which has allowed them – in the presence of low-priced resources – to maximize their downstream margin through gas monetization.

Nigeria, on the other hand, has built a single-income economy based on the production and export of crude oil: a particularly sensitive model that exposes it to market fluctuations. «It is precisely in this furrow, in this gap of skills and structures – explains Pelizzola – that Maire Tecnimont's engineering excellence fits in. By bringing expertise



» and presenting case studies, we make local representatives aware of the value represented by the development of downstream, the so-called gas monetization, which can be implemented only with on-site processing plants. In order to stimulate the growth of the national production system and the strengthening of its service industries, Maire Tecnimont's entrepreneurial vision – our culture of the project and its potential – becomes fundamental in Nigeria».

This is the basis for the latest award obtained by our Group. **Bringing the Port Harcourt refinery back into operation** (a contract worth approximately 1,500 million dollars). The project consists of the total and complete rehabilitation of the two refineries in order to restore 90% of the nominal capacity (approximately 210 thousand barrels per day).

«This contract - points out Pelizzola - makes it clear how different it is to work in Africa compared to more structured realities. The project did not exist, it was not the result of a proposal by the parties involved or by central institutions: it is Maire Tecnimont that built the foundations, supporting and assisting the client in all the various phases, including research and contact with financial backers. With this project we have conveyed the awareness of how complex and intelligent forms of investment can be made, without using public money, simply by restoring industrial structures already present in the country. The project has become a case study for the ARA (African Refinery Association), which would like to replicate it, should the conditions be right. And while our colleagues are starting to mobilize for the Port Harcourt project, we are already working on other commercial initiatives related to refineries, petrochemicals and fertilizers, on which we expect to have updates soon».

For Maire Tecnimont, Sub Saharan Africa is not just Nigeria. Thanks to the entrepreneurship and stubbornness of KT colleagues, the Group is also present on the Ivory Coast, where it has been selected as licensor/technology provider, training & technical assistance



for the desulfurization of three units of the SIR refinery: the aim is to produce fuels in accordance with international specifications. In Cameroon we will upgrade the SONARA refinery, while in Angola we will install new processing units for the SONAREF refinery.

Green ammonia and the development of renewables

While in South Africa we are working with Siemens Energy, NextChem and Met Development to create green projects (hydrogen and ammonia), the value of Maire Tecnimont's culture and entrepreneurial experience is also measured in terms of flexibility. In other words, the ability to know how to work and create business in the renewable energy sector: in both countries with a high availability of hydrocarbons, such as Nigeria, Angola, Cameroon and the Ivory Coast, and in countries without them, such as, for example, **geothermal-rich Kenya**, where more than 25% of the population lives without electricity and only 50% has a regular supply. This unavailability depends on the morphology of the country, which is vast and difficult to cross, where the installation of power cables and the distribution of energy in the villages - only possible with lines that cover infinite distances - proves to be a complex undertaking, increasing the final costs for families. In order to facilitate accessibility to electricity, Maire Tecnimont has implemented solutions that optimize investments and make them more competitive, using the development of renewable energy.

«The surplus production of power, which until now has been costly and a burden on the state, can be used for the development of renewables - says Pelizzola -. This way, the production of electricity for civil consumption is joined to the production of industrial development which will absorb the extra cost, making prices more competitive and affordable for families».

From a cost to a new business opportunity for the country. We are now talking about Maire Tecnimont's project to build **a plant aimed at producing low-carbon nitrates**, the first in the world on an industrial scale powered by renewable energy. The facility - a further step to industrialize the production of sustainable fertilizers with the launch of *Green Ammonia* technology - will be built at the *Oserian Two Lakes* Industrial Park on the southern shores of Lake Naivasha, one hundred kilometers north of Nairobi. The initiative will allow the country to develop the market for **green ammonia production**. By using the excess watts and creating a supply chain linked to fertilizer production, the government saves on import costs, turning a cost for providing energy into a source of income.

Kenya has therefore come under *special watch* by international insiders, as ammonia is not only important in the green fertilizer sector, but also as a new environmentally friendly fuel for shipping. Easy to store (unlike Liquid Gas), it is immediately ready for use and therefore much cheaper than even hydrogen. But that's a story we will tell you another time.

OUR TOMORROW? IT'S NOW

"The future is built today" will be the central theme of the next issue of EVOLVE. The success of an organization, especially a complex one that operates in uncertain markets like Maire Tecnimont, depends on an entrepreneurial vision. The ability to embrace the future, begin to develop it and get it on the ground straight away. As in sports and in chess, the ability to *be ready for your opponent's future moves* is what makes all the difference. In our case we are not dealing with an entity made of flesh and blood, nor with a single company as our competitor. The adversary to be studied and focused on is the future trend of the market: which, in our case, is the result of hundreds of variables and micro-variables that are impossible to predict with any real certainty.

In this issue of EVOLVE, dedicated to the theme of entrepreneurship within companies, we have explored the importance of being able to step out of your comfort zone in order to *imagine new possibilities that remain unseen by most people*. A vision that looks out further than the usual horizon, providing a push to understand what lies on the other side of the obstacle, to move beyond what exists. This is not always an easy task, especially when you have to manage a group of 50 companies in 45 countries and a workforce of over nine thousand people.

Like the athlete who runs the 110-meter hurdles, the only way not to trip is to run with your head held high and your eyes fixed on the finish line: if we focus on the barrier in front of us, if we lower our heads for a moment from the future that lies ahead, we will find ourselves stumbling on the surface of our lane.

Many companies, entrepreneurs and managers don't set the course for their long-term goal soon enough. As **Simon Sinek** wrote – in the book "**Find your why**" that we speak about at the beginning of this issue – thinking only about profits may work in the short term, but that kind of success is not destined to last. *«Organizations that indicate an outcome such as making money as their WHY, are almost never nice places to work».*

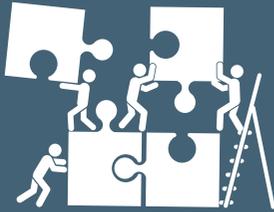
At Maire Tecnimont we know this well. At the root of it all is the passion and competence of an entrepreneur, our founder **Fabrizio Di Amato**, whose "physical" support in his role as Chairman of the Group is a constant incentive to come up with ideas to tackle change and improve our performance. If, on the other hand, the top management of a company is made up of a group of bureaucrats who carry out their duties impeccably, it is likely that in the short term the company will obtain its results, which in sports jargon we call *placings*. But, in the absence of visionaries and creative types who can see what lies beyond the horizon, the team will be surrounded by a crowd – both internal and external – of unmotivated people.

That atmosphere of vertical silo containment risks draining energy out of projects and enthusiastic team leaders. It will take oxygen away from the intertwining of different cultures that is taking place in more and more new geographies, and make a multinational company grow into a "Community Enterprise". As **Marco Bentivogli** explained in the interview on page 10 where he talks about dynamic companies and static organizations, *«the company that knows how to rediscover itself as a community, can connect the dots, and coordinate its internal energies without wasting them, protects its human capital better than others by enhancing their roles and increasing the quality of the jobs distributed».* Words echoed by **Roberto Battaglia**, author of the book "Startupper in azienda": *«In light of the experience of the past year, I am convinced that the very concept of innovation must change meaning. Less constrained within pre-established schemes and more able to leverage the capabilities that are often hidden in the folds of organizations».*

On the other hand, the entrepreneur – as the Commercial VP of KT-Kinetics Technology, **Andrea Vena**, also wrote in the editorial – is the one who, in the midst of difficulties, first generates a vision. He does not wait until he has all the variables under control: he starts out by believing, and along the way he builds a path, a team with whom to align the vision.

In the next issue of EVOLVE – the eighth – which represents a sort of turning point, we will put the motto "**Our tomorrow is now**". *«All of our MOTTOS – reiterated CEO **Pierroberto Folgiero** – represent a different perspective of the value of entrepreneurship: knowing how to seize challenges, valuing individual decisions, being adaptive and resilient, fighting bureaucracy. We are talking about a great exercise of participation, also psychological, in business processes».* If we stay focused on our growth trajectory, we'll be ready to build our landing sites for a decade to come. Our tomorrow? It began this morning.

RIDE THE TURNAROUND!



The challenge of our Group: impeccably deliver our portfolio through operational and financial discipline.

Master the change, be actively part of it!

TAKE THE CHALLENGE!



Managing uncertainties is the core of our job... As a sailor faces the sea every day.

Let the passion for results drive your actions!

EVERY SINGLE DECISION COUNTS!



Our work-success is the result of a thousand single choices made in the right sequence. There is no time for procrastination.

Your contribution makes a difference!

STEP UP AND MAKE THINGS HAPPEN!



Talk and listen directly to your colleagues. Sending an e-mail could not be a solution. Let's keep our doors open.

Beat the bureaucratic approach!

BE ADAPTIVE!



Fast changes in the market create discontinuities while opening also opportunities to the most responsive players.

Agility is the key!

WE ARE RESILIENT!



Recovering quickly from drastic changes is part of our noble and precious DNA. We live in a tough environment, but adversity made us stronger.

Let's capitalize on lessons learnt!

NOT JUST THE COMPANY, THIS IS YOUR COMPANY!



Building together the success of our Group creates shared value to everyone.

Be entrepreneur in a network of entrepreneurs!

OUR TOMORROW IS NOW!



These are extraordinary times. If we stay focused on our corridor of growth we will be ready to build the next decade of Maire Tecnimont.

The floor is ours!

