



HUMUS

HUMAN MOBILITY AND MIGRATION AS A RESOURCE FOR ORGANIZATIONS

Winter School HUMAN Mobility and migration as a resource for organizations
13-17 January 2020
Università Cattolica del Sacro Cuore, Milan

Organized and guested by ICRIM – International Center of Research in International Management, Università Cattolica del Sacro Cuore

Scientific Director: Daniela Bolzani

Scientific Committee: Alessandro Baroncelli, Daniela Bolzani, Luigi Serio

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HUMUS

HUMAN MOBILITY AND MIGRATION AS A RESOURCE FOR ORGANIZATIONS

MONDAY
JANUARY 13TH, 2020

VENUE: Università Cattolica del Sacro Cuore
28/30, Via Carducci - Room C.118

MODULE 1

Start	End	Theme – Short description	Speaker
13:30	14:30	Registration	
14:30	14:50	Introduction to WINTER SCHOOL HUMUS - "HUMAN MOBILITY AND MIGRATION AS A RESOURCE FOR ORGANIZATIONS"	Daniela Bolzani (Università Cattolica del Sacro Cuore)
14:50	15:10	SETTING THE SCENE (A) - Sociological perspectives	Laura Zanfrini (Università Cattolica del Sacro Cuore)
15:10	15:30	SETTING THE SCENE (A) - Economics perspectives	Alessandra Venturini (University of Turin and Migration Policy Center)
15:30	15:50	SETTING THE SCENE (A) - Organizational perspectives	Massimiliano Monaci (Università Cattolica del Sacro Cuore)
15:50	16:20	Q&As and discussion	
16:20	16:40	SETTING THE SCENE (P) - Policy implications - Revising the migration-development nexus through the lenses of integration	Daniele Panzeri (International Organization for Migration, Rome offices)
16:40	17:00	SETTING THE SCENE (P) - Policy implications: Labour migration policies in Italy	Giovanni di Dio (Anpal Servizi - Ministry of Labour and Social Policies)
17:00	17:20	SETTING THE SCENE (P) - Policy implications - Human Mobility through the lens of local policy and practice in Veneto	Sandra Rainero (Veneto Lavoro)
17:20	17:40	SETTING THE SCENE (P) - Managerial implications	Chris Richmond (Mygrants)
17:40	18:00	SETTING THE SCENE (A-P) – Debate	All speakers
18:00	18:30	Campus Tour	WS Organizers
18:30	19:30	Welcome drink	WS Organizers

Notes: (A) Academic session; (P) Policy/Practice session

SPEAKERS – Monday 13th January



Daniela Bolzani holds a Ph.D. in General Management (University of Bologna) and is currently an Assistant Professor at the Università Cattolica del Sacro Cuore in Milan. Her research focuses on entrepreneurial decision-making, especially in the context of international, migrant and academic entrepreneurship, and entrepreneurship education. She has been a visiting scholar at the Leeds School of Business – University of Colorado at Boulder, and at HEC Paris. Her works are presented at international conferences and published in

international journals such as *Journal of Business Venturing*, *Small Business Economics*, *International Journal of Management Reviews*, *Entrepreneurship and Regional Development*, *Industry and Innovation* among others, and several book chapters. Daniela has a Master in Development Economics and she previously worked for five years, in Europe and Africa, in the fields of financial audit and international development. Daniela is the Scientific Director of the Winter School HUMUS.



Laura Zanfrini is one of the main Italian experts on international migrations. She is currently Full Professor at the Faculty of Political and Social Sciences of the Catholic University of Milan where she teaches “Sociology of Migrations and Interethnic Relations” and “Organizations, Environment and Social Innovation”. She is the Director of the Research Centre WWELL (Work, Welfare, Enterprise and Lifelong Learning), the coordinator of the Master’s Degree in HR and Business Management, and the scientific director of the Summer School “Human Mobility and Global Justice”. She is also head of the Economic & Labour Department

and Scientific supervisor of Cedoc (Documentation Center) at the Ismu Foundation, the main Italian scientific institution in the field of international migrations and intercultural relations (www.ismu.org).

She has participated to and directed several researches at both local, national and transnational level; among them, the project DIVERSE, involving 10 European countries (see the final report “The Diversity Value”, McGraw-Hill, 2015). She is Author of about 400 publications, including books, essays, articles and research reports, published both in Italy and abroad; among the most recent, *The Challenge of Migration in a Janus-Faced Europe* (Palgrave, 2019). She is member of many editorial boards and consultant of various institutions and bodies.



Alessandra Venturini is Professor of Political Economy at the University of Turin (permanent position) and Associate at the Migration Policy Center(MPC), EUI, Florence. She holds a Ph.D. in Economics from the European University Institute in Florence and has held senior academic positions at various Universities. She has been visiting professor at the Institute of Development Studies (Sussex University), at Brown and Stanford Universities, at the International Institute of Labor Studies (at the ILO in Geneva) and COMPAS (Oxford). She conducted joint research projects with many international organisations as the OECD, the World

Bank and the European Commission. She is a fellow of IZA and IMISCOE.

Her research interests cover many aspects of migration studies: the migration choice, the effect of migration in host labour market and in the EU innovation process, the demand of caregivers in an aging society, the assimilation of migrants. She has also written extensively on the effect in the sending countries of remittances, and highly-skilled migration and on circular and irregular migration.



SPEAKERS – Monday 13th January



Massimiliano Monaci, PhD in sociology, is Full Professor at the Faculty of Political and Social Sciences of the Università Cattolica del Sacro Cuore, Milan. Here he teaches 'Organizational sociology', 'Organization, environment and social innovation' and 'Diversity in organizations and cross-cultural management', and is a member of the steering committee of the WWELL Research Center, Department of Sociology. He is also director of the Master program in Human Resource Management of the Italian business school ISTUD Foundation. His present research interests are in the fields of business ethics and corporate sustainability, organizational culture, and diversity management.



Daniele Panzeri is the Coordinator of the Migration and Development Unit at the International Organization for Migrations-IOM Office for Italy and Coordination for the Mediterranean.

He previously worked for various international NGOs (UNA, CESVI, Save the Children, ActionAid) and for the Italian Cooperation. In fifteen years of international experience in the Development sector he has worked in Kenya, Somalia, South Sudan, Nepal, Pakistan and Burma/Myanmar, where he lived with his family. Graduated in Sociology at the University La Sapienza, he later obtained a Master's degree in Applied Anthropology and Participatory Development at the Australian National University. During his career he has been working on a variety of different sectors but always focusing on Participatory Development, Migration and Social Impact.



Giovanni Di Dio is a Migration & Labour Integration Policy Specialist and works as a consultant for the Italian Ministry of Labour and Social Policies - DG Immigration and Integration Policies. Giovanni spent 15 years focusing on Italian and EU legal migration and asylum policies, integration measures for vulnerable groups, housing and labour market inclusion, and coordinating or developing specific projects at national and local level. Giovanni holds a degree in Law and a master in Development and International Cooperation.



SPEAKERS – Monday 13th January



Sandra Rainero has been working with the Public Employment Agency of the Veneto Region (Veneto Lavoro) in the fields of migration, integration and employment since 2001. She has over 25 years of experience in social and migration issues, working for several organizations and local authorities in Italy and in Europe. She holds a MA in Ethnic and Migration Studies from the University of Kansas where she has studied Italian migration to the USA for many years. For the past twenty years she has been involved in cooperation projects in the field of migration, including migration and development and circular migration, in addition to scores of transnational projects and applied research focusing on inclusion, equality, social innovation and education. She has worked with UNDP in the Joint Migration and Development Initiative focusing on the role of local authorities in migration and with ILO- Turin as trainer on the issue of return migration for vulnerable migrants. She is an experienced transformational trainer, has produced full-length social documentaries on migration history and other social issues related to the disruptive transformations of the 21st century society.



Chris Richmond N'zi was born in Ivory Coast and graduated in international rights and diplomacy in Switzerland. He worked as senior analyst at Frontex and since 2017 he is the founder and CEO of Mygrants. Mygrants is the first app based on microlearning especially designed to deliver support to immigrants through a series of thematic module quizzes. Through the database, companies have the opportunity to pick in real-time, or track the weekly performance and program the onboarding of the most suited immigrant according to the role they require.



TUESDAY
JANUARY 14TH, 2020

VENUE: Università Cattolica del Sacro Cuore
28/30, Via Carducci - Room C.118

MODULE 1

Start	End	Theme – Short description	Speaker
09:30	10:30	DEVELOPMENT (A) - Migration and innovation	Fabio Montobbio (Università Cattolica)
10:30	11:30	DEVELOPMENT (A) - Diaspora economic engagement for development	Maria Elo (Southern Denmark University)
11:30	11:50	Break	
11:50	12:50	DEVELOPMENT (A) – The implications of migration for marketing and business communication	Alessia Anzivino (Università Cattolica)
12:50	14:30	Lunch	
14:30	15:30	DEVELOPMENT (P) - Migrant business initiatives with the home countries	Davide Libralesso (ETIMOS foundation)
15:30	16:30	DEVELOPMENT (P) - Promoting migrant business initiatives	Fulvia Farinelli (UNCTAD)
16:30	16:40	Break	
16:40	17:40	DEVELOPMENT (P) – The linkages between migration and the development of regional districts	Davide Donatiello (University Turin; FIERI)

Notes: (A) Academic session; (P) Policy/Practice session



SPEAKERS – Tuesday 14th January



Fabio Montobbio (fabio.montobbio@unicatt.it) is Professor of Applied Economics at the Dept. of Economic Policy, Università Cattolica del Sacro Cuore in Milan. He is also Visiting Fellow at iCRIOS (Bocconi University) and at the Collegio Carlo Alberto. His research interests in the field of economics of innovation extend to the economics of patents, university technology transfer, the new economics of science and, finally, migration and innovation. His teaching activity is on Industrial Economics, Economics of Innovation and Intellectual Property Rights. Fabio has been consultant for the European Commission, and the World Intellectual Property Organization.



Maria Elo is an associate professor at the University of Southern Denmark, a BRIIB professor of international business at Belt and Road Institute of International Business, Shanghai University. She researches transnational/diaspora business and entrepreneurship, diaspora, migration, global mobility, internationalisation. She has published books, book chapters and articles in diverse journals, such as Industrial Marketing Management, Journal of International Management, Regional Studies, Journal of International Business Policy, International Journal of Entrepreneurship and Small Business.



Alessia Anzivino is Post Doc at Catholic University of the Sacred Heart, university where she received her PhD in Management. She is researcher at Centrimark (Marketing Research Center) and Professor of Marketing. She graduated in Economics and Social Science at Bocconi University. She develops research and training activities in collaboration with various universities at nation and international level. Her main topics of research concern issues related to definition of value creation in the management of strategies and business dynamics.



SPEAKERS – Tuesday 14th January



Davide Libralesso is an international cooperation manager who joined Etimos Foundation in 2011. He is responsible for the development of international programmes and partnerships, focusing on the role of the private sector in development. He represents Etimos Foundation in the framework of the UN Global Compact Initiative. He previously worked for international organizations, EU cooperation programmes, and Italian public institutions. He has directly promoted the role of diaspora through several innovative international programmes, mainly in Sub-Saharan Africa, where migrants play a pivotal role as development actors for their Countries of origin. He is part of the working group on Migration and Development at the Italian Council for Development Cooperation at the Ministry of Foreign Affairs. He is member of the Board of

Directors of FEBEA, the European Federation of Ethical and Alternative Banks. Davide holds an MA in International Politics and Human Rights from the University of Padua, Italy.



Fulvia Farinelli has been working at UNCTAD since 1998. Her academic background focuses on issues related to entrepreneurship and SME development, including innovation, business linkages and global value chains. She is currently coordinating a project on Sustainable and Inclusive Entrepreneurship and a joint UNCTAD/IOM/UNHCR project on Migrant and Refugee Entrepreneurship. She holds a PhD on Economic and Policy Studies on Innovation and Technical Change from Maastricht University, the Netherlands.



WEDNESDAY
JANUARY 15TH, 2020

VENUE: Università Cattolica del Sacro Cuore
28/30, Via Carducci - Room C.118

MODULE 1; MODULE 2

Start	End	Theme – Short description	Speaker
09:30	11:30	ECOSYSTEMS (A) - Geographies of migration and urban dynamics	Robert Kloosterman (University of Amsterdam)
11:30	11:50	Break	
11:50	12:50	ECOSYSTEMS (A) - Migration and entrepreneurial ecosystems	Daniela Bolzani (Università Cattolica)
12:50	14:30	Lunch	
14:30	15:50	ECOSYSTEMS (P) – Start-up visas and migrant entrepreneurship: evidence from Italy and the OECD	Mattia Corbetta (OECD Trento Center for Local Development)
15:50	16:10	Break	
16:10	17:30	ECOSYSTEMS (P) - Impact finance for migrant entrepreneurship and labour market inclusion	Emiliano Giovine (R&P Legal)
20:30	23:00	Social dinner	

Notes: (A) Academic session; (P) Policy/Practice session



SPEAKERS – Wednesday 15th January



Robert C. Kloosterman is Professor of Economic Geography and Planning at the Universiteit van Amsterdam. He is head of the research group Geographies of Globalisations and was director of the Amsterdam Institute of Metropolitan and International Development Studies. He has worked at the Universities of Leiden, Utrecht and Delft and was Honorary Professor Bartlett School of Planning, University College London (2004-2009). He is currently Visiting Fellow Aston University, Birmingham. He has advised the Dutch national Social-Economic Council and the OECD on the issue of migrant entrepreneurship.

His research is guided by questions about how the social, economic and cultural transition of advanced urban economies that gathered pace after 1980 has affected cities and why this more general transformation has led to different outcomes. He has published extensively on urban issues such as labour market developments in urban areas, migrant entrepreneurship, and more recently on cultural industries, especially music and architectural design, as well as planning issues related to cultural amenities. Robert Kloosterman has received research grants from, among others, the Dutch Scientific Council NWO, the European Union, the European Science Foundation, several Dutch Ministries, and the Royal Dutch Academy of Sciences.



Daniela Bolzani holds a Ph.D. in General Management (University of Bologna) and is currently an Assistant Professor at the Università Cattolica del Sacro Cuore in Milan. Her research focuses on entrepreneurial decision-making, especially in the context of international, migrant and academic entrepreneurship, and entrepreneurship education. She has been a visiting scholar at the Leeds School of Business – University of Colorado at Boulder, and at HEC Paris. Her works are presented at international conferences and published in international journals such as *Journal of Business Venturing*, *Small*

Business Economics, *International Journal of Management Reviews*, *Entrepreneurship and Regional Development*, *Industry and Innovation* among others, and several book chapters. Daniela has a Master in Development Economics and she previously worked for five years, in Europe and Africa, in the fields of financial audit and international development. Daniela is the Scientific Director of the Winter School HUMUS.



SPEAKERS – Wednesday 15th January



Mattia Corbetta is a Policy Analyst at the OECD Trento Centre for Local Development, which offers a rich institution and capacity building agenda dedicated to policy makers and practitioners in the fields of spatial productivity, culture and integrated local development.

From 2012 to 2019, he worked as a policy adviser to the Italian Ministry of Economic Development. In this context, his policy portfolio revolved around three main areas: entrepreneurship, innovation and digital. In particular, he designed the Italian Startup Visa programme for migrant entrepreneurs and carried out its monitoring and reporting system. He also contributed to the design, implementation and monitoring of the Italian Startup Act – an innovative policy framework for hi-tech start-ups and SMEs – and the CLab entrepreneurship programme for academic entrepreneurship. He graduated with honours in International Relations at the University of Trieste (BA, 2006) and at LUISS Guido Carli, Rome (MA, 2008). He achieved a Postgraduate master's degree in Business and Trade in MENA at the University for Foreigners

of Perugia (2011) and gained a MA in Contemporary History at the University of Bologna (2013).



Emiliano Giovine. Italian lawyer operating mainly in charity and social business, with several years of international experience working as a UN consultant at UNEP and as legal officer at the JRC of the European Commission. He holds a master in environmental law and management at Ca' Foscari University in Venice and he is PhD candidate in international public law at Utrecht University, mainly focusing on human rights and migration law.

He gained experience and competences in the EU projects sector managing the legal section of various multidisciplinary partnerships within EU-funded projects and currently assists non-profit entities, social entrepreneurs and impact investors on a national and international scale. He is involved in different impact investing projects also related to integration and assistance of asylum seekers and refugees.

He is tutor of the Human Rights and Migration Law Clinic at the University of Turin and he collaborates with Politecnico of Milan supporting research and projects focused on social innovation carried out by Tiresia International Research Centre.



THURSDAY
JANUARY 16TH, 2020

VENUE: Università Cattolica del Sacro Cuore
28/30, Via Carducci - Room C.118

MODULE 2

Start	End	Theme – Short description	Speaker
09:30	11:30	MOBILE HUMAN RESOURCES (A) – Managing international human mobility for international businesses	Jean-Luc Cerdin (ESSEC Business School)
11:30	11:50	Break	
11:50	12:50	MOBILE HUMAN RESOURCES (P) - Inclusion of migrants through economic opportunities	David Jepson (ACH)
12:50	14:30	Lunch	
14:30	16:15	MOBILE HUMAN RESOURCES (P) - Legal aspects of human mobility with a focus on highly-skilled workers	Marco Mazzeschi (Mazzeschi srl)
16:15	16:30	Break	
16:30	17:30	MOBILE HUMAN RESOURCES (A) - Transnational and return migration from a business perspective	Benson Honig (McMaster University)

Notes: (A) Academic session; (P) Policy/Practice session



SPEAKERS – Thursday 16th January



Jean-Luc Cerdin is a Professor at the Management Department at ESSEC Business School (Paris, France). He has led several research project on the topics of expatriation, international mobility, international human resources management, and career management. He has been a visiting teacher in American universities (Rutgers University and University of Missouri-St. Louis). He is the author of several books and of papers in top-tier academic journals among which the *Journal of International Business Studies*, *The International Journal of Human Resource Management*, *Journal of World Business*, *International Business Review*, *Journal of Organizational Behavior*, *Human Resource Management*, *Human Relations*.



David Jepson has worked in economic development and labour market consultancy for 30 years. He has undertaken assignments in a wide range of countries including most EU member states, Ukraine, Turkey, Armenia, Georgia and Afghanistan. He has undertaken programme and project level ex ante and ex post evaluations and design as well as institutional development and capacity building.

David was also an elected member of Birmingham City Council for more than ten years and a Visiting Research Fellow at the School for Social Policy at Anglia University where he worked on aspects

of the impact of migrants from new EU member states on localities. He was a national expert in the European Commission and is a member of the senior expert panel of the European Association of Development Agencies. Since 2016, David has been a director and policy advisor for ACH/Himilo which is a leading provider of integration support for refugees and migrants in the UK. ACH/Himilo was founded in 2008 largely by people from refugee backgrounds themselves and offers support in relation to housing as well as access to employment and small business development, working with around 2500 people per year. Currently, David is working with the University of Bristol on the impact of precarious work on opportunities for refugees and migrants as well as working on the development of pathways to employment in professional business services with key businesses in that sector.



SPEAKERS – Thursday 16th January



Marco Mazzeschi, is the founder of Mazzeschi Srl, the largest firm in Italy specializing in business immigration and citizenship law. The firm assists more than 100 of the Fortune 500 companies and several other multinational companies for all immigration procedures relative the assignment of foreign expats and their families to Italy. The firm also assists individual investors for setting up their operations in the country.

Mr. Mazzeschi is admitted to the Bar Associations of Milan, Foreign practicing lawyer in Taipei, accredited arbitrator with the Chinese Arbitration Association. He is also Adjunct Professor at the Chinese Culture University (Taipei) and visiting lecturer at the Schools of

Law of Shandong University of Finance and Economics (Jinan, China) and Sanya University (Hainan, China). He is member of the editorial board of the scientific journal Asian Business Research, member of the American Immigration Lawyers Association (AILA) and of the International Bar Association (IBA). He frequently speaks at international conferences and seminars and has written several articles and contributions to international journals and publications. He obtained a law degree at the University of Siena and served as an officer in the Italian Fiscal Police (1986–1987).



Benson Honig (Ph.D. Stanford University) is the Teresa Cascioli Chair in Entrepreneurial Leadership, DeGroote School of Business, McMaster University. His research interests include business planning, nascent entrepreneurship, transnational entrepreneurship, ethics in scholarship, immigration and social entrepreneurship, social capital, and entrepreneurship in transition environments. He has published in leading academic journals (over 100 peer reviewed articles) and serves on ten editorial boards, including the AMLE, AMD, JBV, JMS & ET&P. Past chair of the Academy of Management Ethics Education Committee, Ethicist blogger, has served on the Babson conference

board and on the Entrepreneurship Division of AOM. He is a board member of the Africa Academy of Management.



FRIDAY
JANUARY 17TH, 2020

VENUE: Università Cattolica del Sacro Cuore
28/30, Via Carducci - Room C.118

MODULE 2

Start	End	Theme – Short description	Speaker
09:30	10:30	MOBILE HUMAN RESOURCES (P) - The business case for diversity management	Marco Mazza (IBM)
10:30	11:30	MOBILE HUMAN RESOURCES (A) - Managing diversity in organizations	Maura Di Mauro (Università Cattolica)
11:30	11:50	Break	
11:50	12:50	MOBILE HUMAN RESOURCES (A) - Managing diversity in organizations (continues)	Maura Di Mauro (Università Cattolica)
12:50	14:30	Lunch	
14:30	15:30	MOBILE HUMAN RESOURCES (P) - Team diversity and collaboration	Linda van Andel (teambuilder @Connectingtalents)
15:30	16:30	MOBILE HUMAN RESOURCES (P) - Diversity& Inclusion and the linkages to sustainable development and social innovation	Marco Buemi (City of Turin)
16:30	17:30	Award ceremony	WS Organizers

Notes: (A) Academic session; (P) Policy/Practice session



SPEAKERS – Friday 17th January



Marco Mazza is a long-time IBMer and co-founder of Parks, a non-profit organization whose members are Italian companies or Italian branches of international companies. Parks supports members in the process of fully understanding and appreciating the business opportunities related to having in place a comprehensive diversity strategy, with a specific focus on LGBT+ topics. He currently works in HR as the IBM Italy Diversity Engagement Partner.

"IBM thinks about diversity the way we think about innovation — both are essential to the success of our business. When we

innovate, technology becomes smarter for clients and creates new opportunities for growth. When we incorporate diversity into our business, we create better innovations and outcomes. IBM has embraced diversity, and it gives opportunities for IBMers and our clients to achieve their full potential." Ginni Rometty - Chairman, President and CEO, IBM Corporation



Maura Di Mauro – Intercultural Trainer, Coach and Consultant. She is specialized on Diversity & Inclusion and on Sustainability & Social Innovation strategies. She has devoted her career to multicultural contexts, increasing the comfort, confidence and competence of people working in international and multicultural environments, by supporting people and companies in their journey of assessing and developing intercultural and global sustainable competences and strategies.

Having experienced the condition of migrant from the Italy to The Netherlands in 2000, she has become aware of a lack of services to support moving transition and cultural integration to the new life context and of the importance of intercultural differences awareness programs.

She has written books and articles for publication, as well as research reports on the topics of diversity management, migrants integration in working environments, intercultural and sustainable competence and methodologies for intercultural training. She is lecturer of Intercultural Business Management at Università Cattolica del Sacro Cuore of Piacenza, Italy, and in other higher education contexts.



SPEAKERS – Friday 17th January



Linda van Andel has a passion for connecting ideas and people, and she is really into innovation through collaboration leveraging diversity and inclusion. Her pan-European background has given her the basis to explore many different jobs in different places. As a consequence, she has acquired a broad base of experience and skills, some very business, but mostly related to the behaviour of people in teams. She is investing her talents in what makes her most happy: helping others to become entrepreneurs of their own talent.



Marco Buemi has worked since 15 years with sustainable development and social inclusion issues. He started in 2003 for the Swedish Ministry for Integration and Social Inclusion, and from 2005 until 2016 for the Italian Government, Ministry for Equal Opportunities, as Coordinator on EU funding programmes and Project Manager for social innovation projects also related to migrant groups. Since 2016 he has been validated ad hoc Expert and in 2019 he became Lead Expert for URBACT programme, the European exchange and learning programme promoting sustainable urban development. From 2017 to 2019

he was a specialist consultant for Bologna Municipality within the Interreg Central project Crowd-Fund-Port (crowd funding for SME's who do not have access to bank loans) and he coordinated the research on Civic Crowd funding with the final publication "Promotion and Communication of Alternative finance in Central Europe". Since 2018, he is Project Manager for the City of Turin for the identification of urban and territorial requalification interventions, social inclusion of target groups. He is a Lecturer in several Universities (Tor Vergata, Univeristy of Bologna and Venice International University) and he has a blog on L'Espresso magazine called "Sustainable Objective" <http://obiettivo-sostenibile.blogautore.espresso.repubblica.it>

