

## **CURRICULUM VITAE**

### **EDUCATION**

**The University of Chicago – Department of Economics, Chicago**  
Ph.D of Economics. 1991.

**Libera Università Internazionale degli Studi Sociali (L.U.I.S.S.), Rome.**  
M.A. in Political Sciences, 1984.

### **JOB EXPERIENCES**

**Consiglio Nazionale delle Ricerche, Rome**  
(Sector: Research – Employees: 11.000 – Budget: ~1 bil. €)

**Director General 2012 - 2016**

Responsibilities: he manages all the administration of human, instrumental and economic resources. He is part of the Board of Administration.

**Telecom Italia, Rome.**

(Sector: Telecommunications – Employees: 70.000 – Turnover: ~22 bil. €)

**Senior Group Vice President for Public and Economic Affairs 2007 - 2012**

Responsibilities: he represented the Company in front of National, Local and International Institutions with regards to institutional, law and regulatory affairs. He chaired the Economic research Department. He reported directly to the Chairman.

**Confederazione Generale dell'Industria Italiana (Confindustria), Rome**

(Sector: Industry Association – Firms associated: 150.000 – Industrial Gdp represented: 70%)

**Executive Director of Research, Innovation and Net Economy, 2001 - 2007**

Responsibilities: he promoted the interests of Italian manufacturing enterprises with regards to Research, Innovation and Net economy and collaborated to define the Industrial and Economy Policy strategy of the Organization. He represented Confindustria in front of all the Institutions dealing with Research and Innovation policy. He reported to the Managing Director and to the Vice President for Research and Innovation.

**Secretary General of Young Entrepreneurs, 1997 - 2001**

Responsibilities: General Manager of the Young Entrepreneurs Organization of Confindustria (representing more than 40.000 entrepreneurs under 40 years old). He reported directly to the President of the Organization and to the Managing Director of Confindustria.

**Deputy Manager of the Research Department, 1995 - 1997.**

Responsibilities: he managed all the research activities and Confindustria publications relative to the real sector of the Economy, including Reports on Innovation and macroeconomic projections. He reported to the Manager of the Research Department. He supported the President to communicate the Economic Policy positions of Confindustria.

**Researcher at the Research Department**

Responsibilities: he worked on real sector analysis, economics of innovation, supply side of the macro-econometric model

**A.T. Kearney – Chicago**

(Sector: Consulting – Employees 3.600 – Revenue: 1,1 bil. \$)

**Advisor for economics of regulation and competition, 1989.**

**World Bank - Global Analysis Department, Washington.**

(Sector: International Economic institution)

**Researcher, 1986**

**MAIN APPOINTMENTS**

Member of Advisory Board of the United Arab Emirates National Innovation Committee, Dubai

Member of the Evaluation Board of “Università della Tuscia”, Viterbo

Member of the Board of Directors of “Istituto dell’Enciclopedia Treccani”, Rome

Member of the Board of Directors of “Fondazione Telecom”, Rome

Member of the Board of Directors of “Fondazione Cotec”, Rome

Member of the Council of “Unione Industriali di Roma”, Rome

Member of the Council of “Confindustria Lazio”, Rome

Member of Patents Committee of “Politecnico di Milano”, Milan.

Member of Board of Directors of the APRE (Agency for the Promotion of European Research), Rome

Member of the Board of Directors of AIRI (Italian Association for Industrial Research), Rome

Managing Director of “Fondazione Giuseppina Mai” (to promote scientific research), Rome

Italian R&D Ministry Delegate to the European Commission SME Committee, Bruxelles

### **PERSONAL INFORMATION**

Born on 20/02/1961 in Rome.

Three children.

### **DISTINCTIVE COMPETENCES**

- Academic level knowledge of macroeconomics, microeconomics, industrial economics, economics of innovation.
- 30 years of industrial and innovation policies experience at Italian, European and International level.
- 25 years of high level responsibilities of managing large groups of professionals and high budgets.
- Extensive knowledge of utilities regulations at Italian and European level, particularly in the telecommunication sector.
- Extensive knowledge of Europe R&D Framework Programs.
- Extensive knowledge of Italian public administration regulations.
- Extensive knowledge of European institutional legislative processes and environment.
- Personal network of Italian entrepreneurs, parliament representatives, government institution officials, bankers and finance operators, labor unions representatives, distinguished academics and researchers.
- Attitude on economic analysis of problems and tasks.
- Attitude to promote innovative behaviors and motivating collaborators.
- Positive thinking with respect to problems and people.

### **ADDITIONAL INFORMATION**

### **PROFESSIONAL HISTORY**

In the years at the University of Chicago I studied in depth and extensively research on the Applied Price Theory with some of the most famous American Economists (including five Nobel Price winners). My Ph.D thesis at the University of Chicago, with Lester Telser, showed that releasing some competition regulations would not necessarily and not always determine a worsening of the general welfare. The approach of the “core competition” was applied to the European car market. I showed that the “competition block exemption” that the European Commission adopted in the

European auto market in the 90's, as a protection from the Japanese and US competition, did not reduce the European citizens consumer surplus. Such research experience was highly appreciated by A.T. Kearney in Chicago, which was helping Opel-Vauxall to defend itself in an Antitrust case in front of the British Antitrust Authority.

Innocenzo Cipolletta, Managing Director of Confindustria, called me from the USA to work at the Research Department of the Organization, where I had the opportunity to work with Stefano Micossi and with Giampaolo Galli. I worked on the setup and the fine tuning of the macroeconomic model for the economy projections and on new models for the analysis of the business cycle. Emma Marcegaglia, at that time President of the Young Entrepreneurs Organization of Confindustria, wanted me as Secretary General. In those years I tried to push Innovation as the top priority of Confindustria economic policy proposals. Finally a new Research and Innovation Department was created and I was appointed Director. I had the honor to work with some of the main Italian entrepreneurs who were subsequently appointed as Research and Innovation Vice President of the Organization: Umberto Rosa, Giorgio Squinzi, Diana Bracco, Gianfelice Rocca e Pasquale Pistorio. In those years I had the opportunity to relate to and collaborate with some of the R&D, Innovation and Industry Ministers (Letizia Moratti, Luigi Nicolais, Pierluigi Bersani). Together with Pasquale Pistorio, I was put on charge by Pierluigi Bersani of setting up the "Industria 2015" Project with regard to the renewable energy sources and smart mobility sections. My competence was also to interact with the European Commission in the R&D policy matters. I had frequent collaborations with the Commissioners Philippe Busquin, Günter Verheugen e Janez Potočnik and with their cabinets.

The industrial policy expertise and the institutional networks have been my strengths during my experience as Public Affairs Senior Group Vice President of Telecom Italia, working with Gabriele Galateri and Franco Bernabè. In these years I pursued a double objective. On one side I tried to strengthen the institutional image of the Company, improving the relationships with the Sector Authorities, the relevant Ministers (Maurizio Gasparri, Paolo Romani, Renato Brunetta and Mariastella Gelmini) and Departments, the relevant Parliamentary Commissions, the regional Governors and the major cities Mayors. A relevant part of my competences has been the interaction with the European Commission (Commissioners Vivianne Reding, Nellie Kroes and their staff). One of my task was indeed to promote the interest of the Company during the revision process of the Telecom regulation package. On the other side I concentrated on elaborating new local development models based on broadband infrastructures and the diffusion of digital services. The awareness of the growing role of Local Authorities in defining the Italian Industrial Policy, motivated Gabriele Galateri to launch a new project to improve the Company ability to manage local affairs. Such a project has required a great effort to coordinate all the company divisions working at local level as well as to create a wide consensus among the local stakeholders (Institutions, Firms, Associations, Media, Unions, Universities, Citizens, etc.) on the benefits deriving from the development of a digital ecosystem.

In 2012 I was appointed as Director General of the Consiglio Nazionale delle Ricerche (National Research Council). CNR is the major Public Research Entity with about 11.000 employees (8.000 researchers), 300 research sites in Italy and abroad and an annual budget of about 1 billion euro. During this period I improved my management competences as well as my knowledge and practice

of administrative and public administration law. This appointment allowed me to implement some of the ideas about how to organize the Italian research system that I developed during my career. Efficiency, efficacy, evaluation, meritocracy and accountability have been the main strategic objectives shared with the CNR President Luigi Nicolais and with the Executive Board. I was able to centralize and rationalize all the purchases, to rationalize the real estate assets (about 700 million euro), to reduce the number of Institutes, to reduce the number of administrative offices, to introduce more meritocratic hiring procedures, to introduce performance evaluation for both research and administrative managers as well as an evaluation of the scientific performances of each Institute. I was also committed to reform the Statute and the Regulations aiming at a simplification of the rules, a larger involvement of the scientific community in the decision process and a rationalization of the holdings portfolio. In addition I was strongly and personally involved in the strengthening of the technological transfer, of the internationalization of relationships and activities, and of the dematerialization of administrative processes. In this period I intensively collaborated with the University and Research Ministry, the Public Affairs Department, the Development Ministry and the Economic Ministry to the definition of legislative innovations relative to the public and private organization and functioning of the research system. Finally, during my mandate, I planned and developed a Grant Office to strengthen the participation at the European R&D programs. In this period CNR won more than 700 projects on Europe FP7 and more than 100 on Horizon 2020 (at February 2016).

## **LANGUAGES**

Native language: Italian

Other languages:	Reading	Speaking	Writing
English	C2	C2	C2
French	A2	A2	A2

## **TEACHING AND PUBLICATIONS**

He has taught undergraduate and doctoral degrees in the field of Microeconomics, Development Economics, International Economics, Economics of Innovation and Digital Development in the following Universities: The University of Chicago, in Chicago, and Luiss and Tor Vergata University in Rome.

He has published several books and scientific articles on economic cycle, competition economics, economics of Innovation and Governance of Globalization. He has collaborated with some of the leading national newspapers.