



# RADAR

## REALESTATEFORUM

### CREARE OPPORTUNITÀ IN DARSENA RAVENNA

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Immagina. Esplora. Connetti.

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**Ravenna, 26—27 Aprile 2022**

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RADAR è un'iniziativa nata dal progetto [DARE](#)



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## Dalla teoria alla pratica del cambiamento

Territori attrattivi  
e territori di senso



# From profit-driven business



Innovation  
Intangible Assets  
Brand Equity  
Change Management

# To purpose-driven enterprise



Social Innovation  
Social Entrepreneurship  
Impact Investing

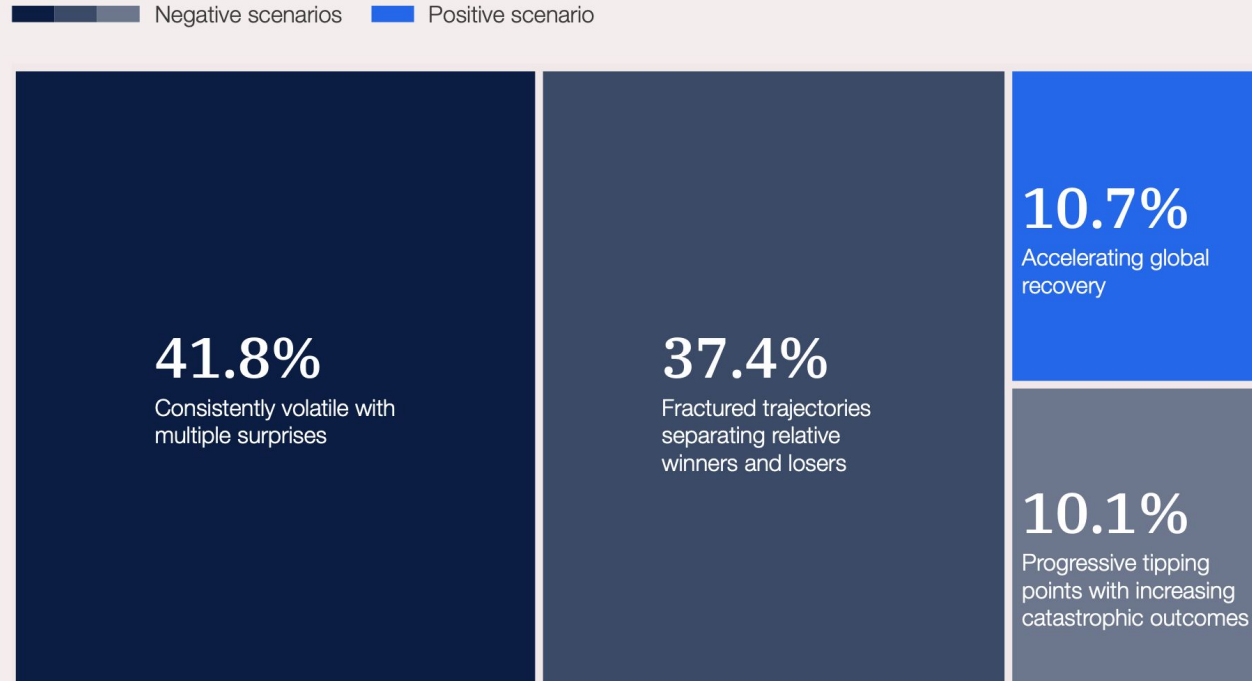


# a challenging scenario



# WEF Global Risks Report 2022

“What is your outlook for the world over the next three years?”

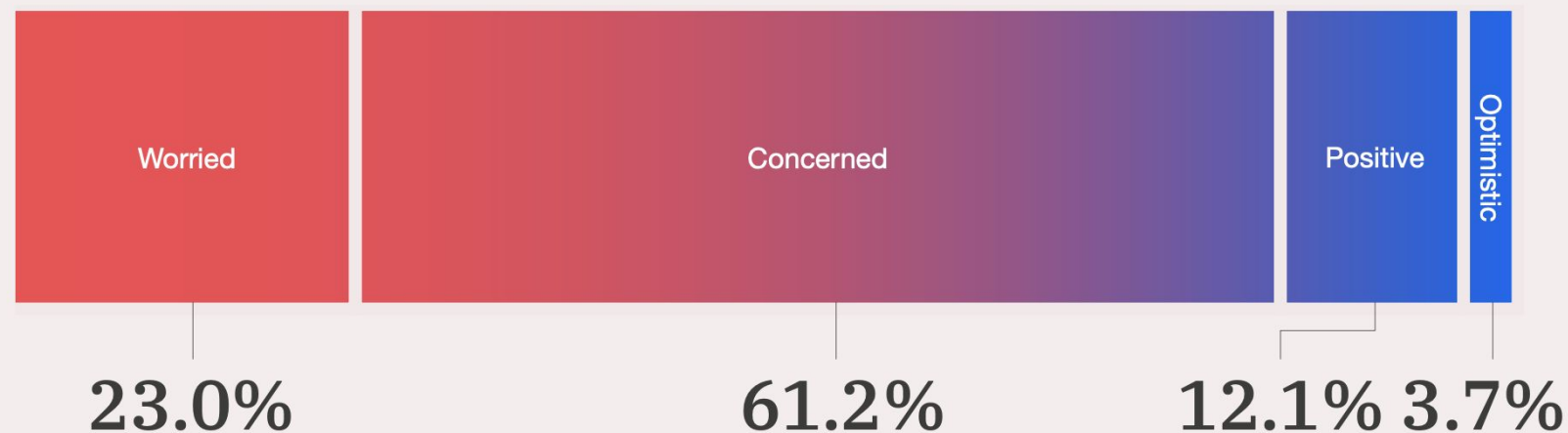


Source: World Economic Forum Global Risks Perception Survey 2021-2022

# WEF Global Risks Report 2022

FIGURE 1.2

**“How do you feel about the outlook for the world?”**

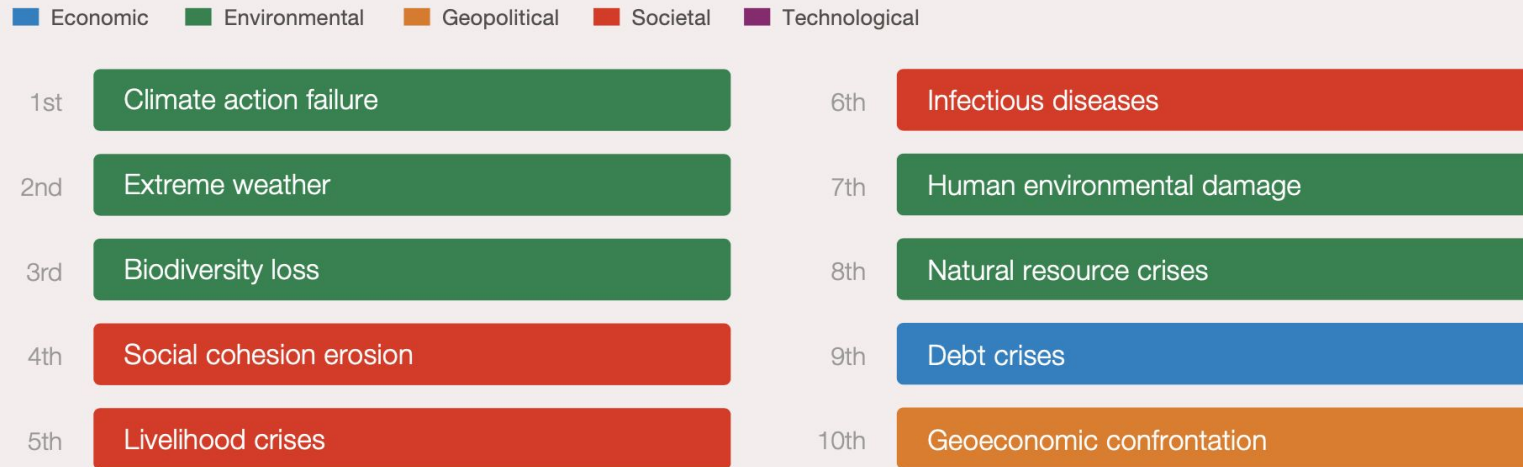


Source: World Economic Forum Global Risks Perception Survey 2021-2022

# WEF Global Risks Report 2022

FIGURE 1.3

**“Identify the most severe risks on a global scale over the next 10 years”**



**Source:** World Economic Forum Global Risks Perception Survey 2021-2022



# WEF Global Risks Report 2022

Economy	Risk 1	Risk 2	Risk 3	Risk 4	Risk 5
Italy	Climate action failure	...	Extreme weather events	Geopolitization of strategic resources	Digital inequality
	Debt crises in large economies				

# EU progress towards the 17 SDGs

(past 5-year period)



[ec.europa.eu/eurostat](https://ec.europa.eu/eurostat)

# Top 10 skills of 2025



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

## Type of skill

- Problem-solving
- Self-management
- Working with people
- Technology use and development

Source: Future of Jobs Report 2020, World Economic Forum.

## Top 10 skills

### in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

### in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity

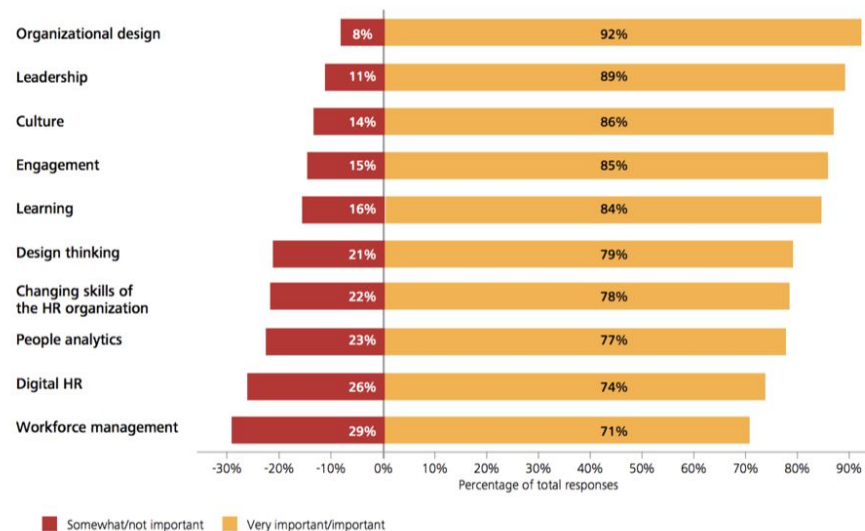
# From research to practice

Figure 1. The 2016 *Global Human Capital Trends* research identified 10 important trends



Graphic: Deloitte University Press | DUPress.com

Figure 2. The 10 trends ranked in order of importance



Graphic: Deloitte University Press | DUPress.com

# Purpose matters

Millennials will likely commit to their organization if they share its sense of purpose.



- Stay over 5 years
- Leave within 2 years

**Deloitte.**

**EUROPEAN  
SOCIAL  
INNOVATION  
COMPETITION  
2018-21**



**South EU**

Tangible assets  
Migrants  
Youth

**Central EU**

Green economy  
Education  
Circular economy

**UK**

Gig economy  
Community currencies

**North Europe**

Intangible Assets

**East Europe**

Technology/Digital  
Blockchain

attractiveness vs  
**SENSE-MAKING**

territorial challenges vs  
**PURPOSE-DRIVEN CHOICES**



# WORLDS APART





# Stanford SOCIAL INNOVATION REVIEW

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## **What's Your Endgame?**

By Alice Gugelev & Andrew Stern

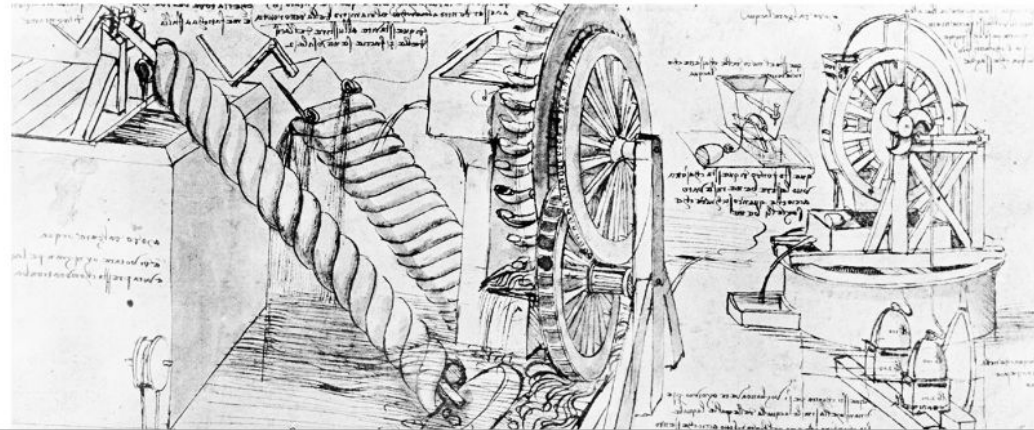
Stanford Social Innovation Review  
Winter 2015

# Renaissance Florence Was a Better Model for Innovation than Silicon Valley Is

by **Eric Weiner**

JANUARY 25, 2016

 SAVE  SHARE  <sup>18</sup> COMMENT  **HH** TEXT SIZE  PRINT **\$8.95** BUY COPIES



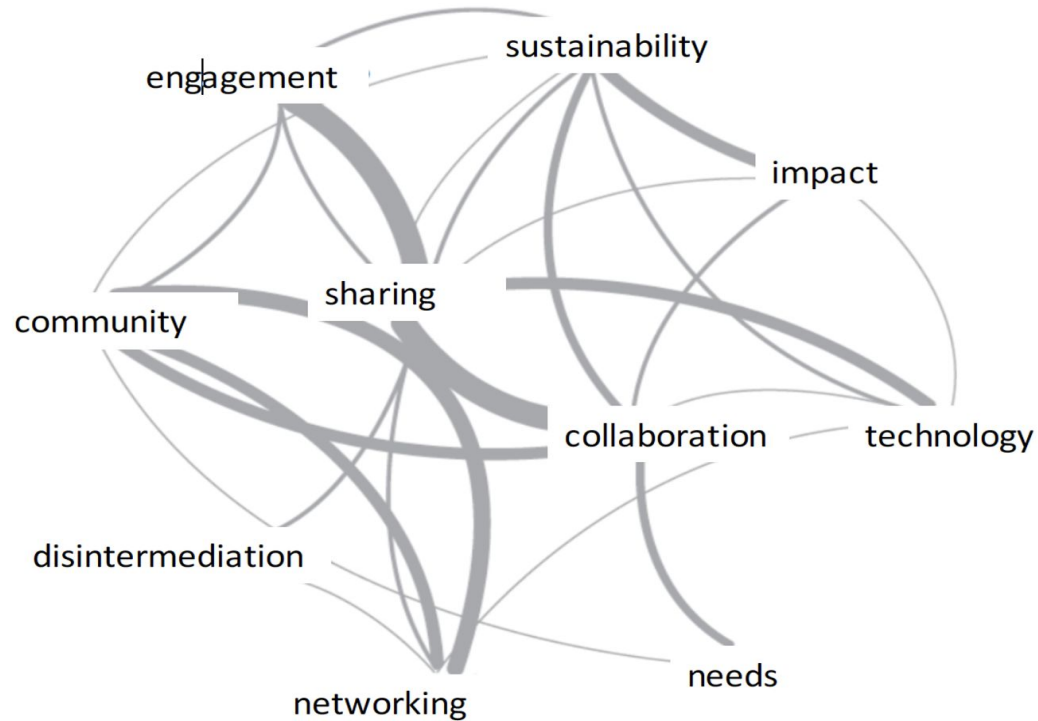
# Purpose-driven innovation matters

"Social innovation can be defined as the **development and implementation** of new ideas (products, services and models) **to meet social needs and create new social relationships or collaborations**.

It represents new responses to **pressing social demands, which affect the process of social interactions**. It is aimed at improving human well-being.

Social innovations are innovations that are **social in both their ends and their means**. They are innovations that are not only good for society but also **enhance individuals' capacity to act** and generate new sustainability"

# Collaboration First



Impact  
innovation  
research  
2018

N=314

# sense-making as INPUT

- community first
- real challenges
- actual engagement
- open knowledge
- participatory approach

# attractiveness as OUTCOME

- social cohesion
- evidence of impact
- caring & sharing
- adaptive
- ready for change

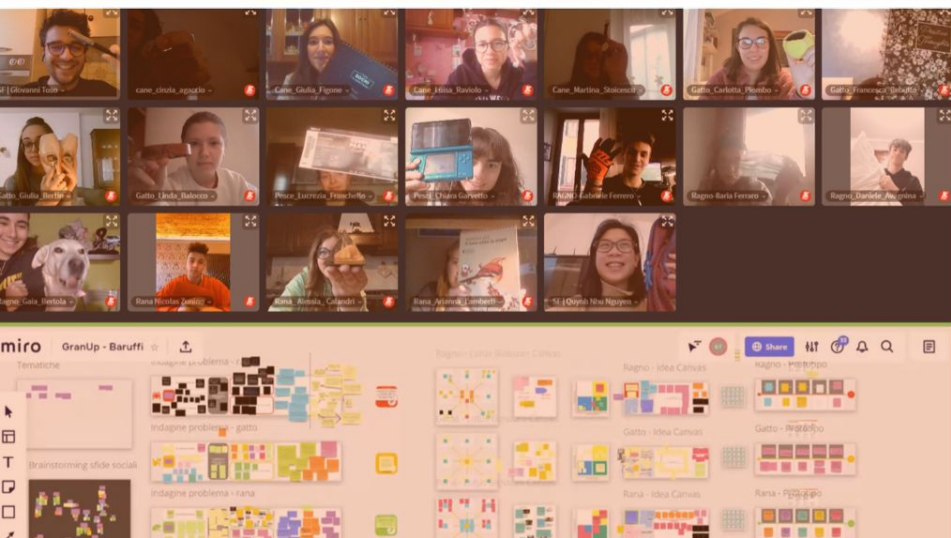
# sense-making EXAMPLES

- SIA
- UIA
- innovation-driven schools
- co-living
- serendipity
- social innovation regions

# attractive EVIDENCE

- impact investing approach
- urban challenges
- young entrepreneurs
- adaptive
- innovation boost
- territorial models/alliances





RADAR - Real Estate Forum, 26 aprile 2022 | Laura Orestano | Dalla teoria alla pratica del cambiamento

# Territori di senso diventano territori attrattivi

- **Purpose-driven**
- **Open institutional frameworks**
- **Systemic approach**
- **Citizens engagement**
- **Financial hybrid innovation**
- **Collaborative service platforms**
- **New representations in policy-making**
- **Strategic communication**
- **National and international relations**





# GRAZIE !

