

DESIGNED FOR YOUR WORLD

**SDA Bocconi**  
SCHOOL OF MANAGEMENT

**SDA BOCCONI SCHOOL OF MANAGEMENT  
& PERFORMANCE**

Milano, 24/2/2021

# WELCOME TO SDA BOCCONI

Since 1971 we have been committed to nurturing your educational experiences with our passion for **experienced-based knowledge**, creativity, scientific rigor, breadth and inclusivity. We were born to support people, companies, and institutions in their growth and striving for improvement and continuous transformations.

Over the years we have **grown together with our customers** and students, we have learned to continuously innovate our offer to support people and organizations to address critical challenges and drive transformations. From national champion, we have become **global leaders**. We have transformed our research into knowledge with enduring impact and embraced the digital revolution.

We have designed and inaugurated a groundbreaking campus, which is among the most innovative in the world. Our strength is, in fact, the ability to evolve, thanks to widespread innovative energy and creativity that nourishes our faculty and our highly engaged staff.

We are fortunate to be part of **Bocconi University** with its celebrated history and unique culture, which emphasizes rigorous inquiry, quality of the teaching, independence and respect for individuals.

**Beppe Soda**

Dean SDA Bocconi



# BOCCONI SYSTEM

**Bocconi** | ESTABLISHED IN 1902

- 14,000+** STUDENTS
- 9** BACHELOR PROGRAMS
- 12** MASTERS OF SCIENCE
- 5** Ph.D. PROGRAMS
- 350** CORE FACULTY
- 600** STAFF

**SDA Bocconi** | ESTABLISHED IN 1971  
SCHOOL OF MANAGEMENT

- 11,200+** PARTICIPANTS IN CUSTOM PROGRAMS
- 2,500+** PARTICIPANTS IN OPEN PROGRAMS
- 700** PARTICIPANTS IN MASTER PROGRAMS
- 250** CORE FACULTY
- 100** STAFF

**110,000** ALUMNI IN OVER **110** COUNTRIES





**SDA BOCCONI IS ROOTED IN  
MADE IN ITALY EXCELLENCE  
WITH AN INTERNATIONAL FOCUS**

BASED IN **MILANO**

**275** UNIVERSITIES & PARTNER SCHOOLS IN **54** COUNTRIES

PAN-ASIAN HUB IN MUMBAI



# OUR NEW URBAN CAMPUS

Our **New Urban Campus** designed by the international architectural firm SANAA is ready.

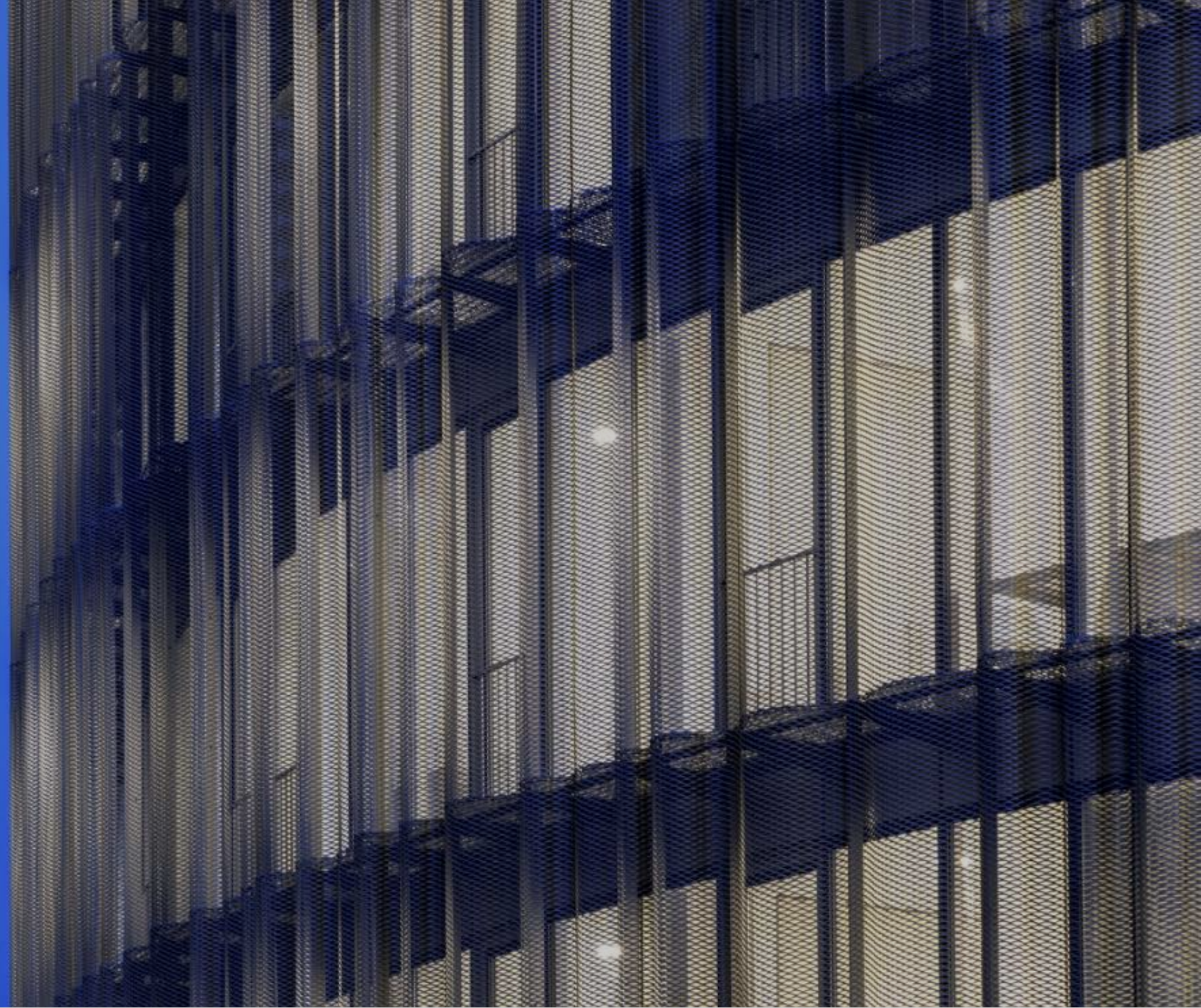
The area will include a residence, the new **SDA Bocconi headquarters** with classrooms and various facilities, a park and multi-purpose center open to the city which will feature an Olympic swimming pool.

These new buildings will meet **environmental sustainability** and **energy saving** standards in line with the United Nations **Sustainable Development Goals**.





THE CAMPUS IS SUPER  
TECHNOLOGICAL AND THERE WILL  
BE TURNSTILES AT THE ENTRANCE  
FOR A RESTRICTED ACCESS.





# SDA BOCCONI RANKINGS & ACCREDITATIONS



**#4** BS in Europe

Custom Education Rankings 2020

**#5** BS Worldwide

Custom Education Rankings 2020

**#5** BS in Europe

European B-Schools Rankings 2020

**#9** MBA in Europe

Global MBA Rankings 2020

**#31** MBA Worldwide

Global MBA Rankings 2019

**#9** BS in Europe

Executive Education combined  
Rankings 2020

**#12** Worldwide

Executive Education combined  
Rankings 2020



**#5** Best International  
Business Schools Rankings  
2019

(Non US MBA Programs)



**#10** in Europe QS

Global MBA Rankings 2021

**#23** Worldwide QS

Global MBA Rankings 2021

**#8** in Europe QS

Global EMBA Rankings 2019

**#16** Worldwide QS

Global EMBA Rankings 2019

**#1** Worldwide QS

Return of Investment Global MBA  
Rankings 2021



**#4** MBA Program

Outside US  
Forbes 2019



**#3** MBA Program

In Europe  
Full Time MBA Ranking 2019

**#13** MBA Program

Worldwide  
Full Time MBA Ranking 2019

# TRIPLE CROWN TO SDA BOCCONI

AACSB 2011 - EQUIS 1998 - AMBA 1992

**ONLY 76** business school out of 10.000 Worldwide hold the triple accreditation



**OPEN EXECUTIVE  
PROGRAMS**

**MBA AND SPECIALIZED  
MASTER PROGRAMS**

**CUSTOM EXECUTIVE  
PROJECTS**

**PRACTICE-ORIENTED  
RESEARCH AND LABS**

# OPEN PROGRAMS

SDA Bocconi School of Management offers a wide range of programs and courses for **large, medium and small businesses, public administration, healthcare, banks and financial institutions**, and for **entrepreneurs** who wish to develop their managerial knowledge and skills.

In addition to programs addressed to the Italian market, SDA Bocconi School of Management offers a selected range of International Executive Programs, both on general management and on cutting edge topics for specific corporate functions.



**35+** PROGRAMS



**100+** PROGRAMS



**20** PROGRAMS



**1** EXECUTIVE CAREER DEVELOPMENT SERVICE

**10%**

INT'L PROGRAMS



# CUSTOM PROGRAMS

SDA Bocconi designs and implements **tailored programs** for **domestic and international public and private clients**, with a systematic, pragmatic and holistic approach, that bridges strategic goals with professional and personal development. The **creation of value** for and with people is the principle underlying our custom programs, which leverage on a high degree of customization and flexibility to the client's specific needs. Every custom programs is developed step by step in partnership with our clients through constructive dialogue, active listening and needs evaluation.



# MBA<sub>s</sub> & MASTERS



## MBA

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## EXECUTIVE MBA

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## MASTERS

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## EXECUTIVE MASTERS

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## TAUGHT IN ENGLISH

### Full-Time MBA

**SDA Bocconi-Rotman**  
Global Executive MBA

**MAFED** - Master in Fashion, Experience and Design Management  
**MIHMEP** - Master of International Health Care Management Economics and Policy  
**MCF** - Master in Corporate Finance  
**MFB** - Master of Management in Food & Beverage  
**MAMA** - Master in Arts Management and Administration

**EMMS** - Executive Master in Marketing and Sales  
**EMiLUX** - Executive Master in Luxury Management  
**EMMIO** - Executive Master in Management of International Organizations

## TAUGHT IN ITALIAN

**Executive MBA**  
**Executive MBA Week-End**

**MiMS** - Master in Management per la Sanità  
**MISA** - Master in Strategia Aziendale

**EMMAS** - Executive Master in Management delle Aziende Sanitarie e Socio-Assistenziali  
**EMF** - Executive Master in Finance  
**EMMAP** - Executive Master in Management delle Amministrazioni Pubbliche



# RESEARCH & LABS

## CORPORATE



AFRICA LAB



AGRI LAB



CEL  
COMMERCIAL  
EXCELLENCE LAB



CORPORATE  
GOVERNANCE LAB



FOOD & BEVERAGE  
MANAGEMENT LAB



DEVO LAB  
DIGITAL ENTERPRISE  
VALUE AND ORGANIZATION



SEE LAB  
SPACE ECONOMY  
EVOLUTION



REINNOVATION  
LAB



PERFORMANCE  
LAB



SUSTAINABILITY  
LAB

## PUBLIC ADMINISTRATION & HEALTHCARE



OCAP



PUBLIC  
REAL ESTATE  
MANAGEMENT LAB



PUBLIC SERVICE  
BEHAVIORAL LAB



SDA Bocconi has an extended experience in developing online, interactive learning experiences, from design to delivery and monitoring, to feedback and follow-up

**140+** CUSTOM LEARNING ENVIRONMENTS

**500+** INTERACTIVE ASSESSMENTS

**19** ONLINE MANAGEMENT SIMULATIONS (USED BY MORE THAN 10000 PARTICIPANTS)

# OUR COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS - SDGs

Offering quality education - goal N. 4 - is our mission. Furthermore, our strong commitment to social responsibility, community outreach and sustainable principles is reflected throughout the institution's research activities, executive programs, partnerships and a wide range of actions.

- Since 2010 **SDA Bocconi has endorsed the Principles for Responsible Management Education (PRME)**, a United Nations supported initiative that engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals.
- **Active partner with The Academy of Business in Society (ABIS)**, a global network of companies and academic institutions which aims to develop and promote the inclusion of SDGs in management education

## A new Urban Campus

- Nearly Zero Energy Building Campus. Energy efficient e self-sufficiency
- System to collect and reuse rainwater
- Sustainable mobility, including charging stations for electric cars and motorcycles

## Diversity

- Scholarships for women for the full-time MBA, for some Master programs and reductions for Open Executive Programs
- Diversity Management Monitor (research and workshops on gender, intercultural, disability and age issues)
- Ethica Club Conference «Women in Business » and The « Diversity Conference »

## Innovation & Entrepreneurship

- Labs, Monitors and Research Centers dedicated to produce constant knowledge on innovate topics, business models and processes
- Master and Executive Open Programs on innovation and entrepreneurship
- Partnership with the business community to develop innovative projects





# WHY PERFORMANSE

- Do we receive the most accurate profile **description** from Admissions before the program starts?
- Which are the characteristics to identify MBA Stars?
- Which are the characteristics to discover the MBA strugglers?
- Why does our training obtain too different evaluations?
- How can we speed up the process to identify talent and diversify our training to provide a better service?



**The sooner we can  
UNDERSTAND our MBAs,  
the better our advising  
and strategic career approach  
can be**



# THE AIM OF THE PROJECT

- **Improve CDC understanding** of students' **behavioural and competencies** profile
- **Adapt Career Development activities** and advising sessions according to clusters of students' profiles and offered a more active as well as tailored 1:1 advising
- **Analyse profiles' information and create a «top» performers' profile** (possible thanks to +10yrs data on successful job-landing within MBA Alumni community)
- **Deliver to Marketing & Admissions a quantitative description of profile-types** (clusters), which can be used as benchmark for analysis of future candidates and entire intakes



**«The reasons why you are here, are not the same reasons which will get you out there»**



# WHERE DID WE START FROM



**ECHO**

**TALENTS**

# COMPETENCIES SELECTION



## 14 SELECTED competencies

Cognitive  
Realizational  
Relational  
Managerial  
Personal resources

Cognitive Competences		
1	CONTEXT UNDERSTANDING	Ability to mobilize listening resources, curiosity and attention in order to understand, situations and to identify the stakes
Realizational Competences (operational)		
2	ENGAGEMENT	Ability to actively engage himself in one's own duties and in taking charge of one's own responsibilities
3	RESEARCH AND DEVELOPMENT	Ability to analyze information, even complex, and process them in a effectively purpose function
Relational Competences		
4	REASONING	Ability to express himself supporting one's own thoughts, resorting to various arguments and answering objections promptly and with self confidence
5	COMMUNICATION	Ability to express themselves and deal with others in a clear, encouraging the exchange of ideas and opinions
6	CONFLICT MANAGEMENT	Ability to defend and assert one's own point of view taking into account the needs of others, managing effectively any conflict or situations of stress



# COMPETENCIES SELECTION



Management Competences		
7	CONTEXT ADAPTABILITY	Ability to suit oneself with flexibility in changing and complex contexts, while maintaining a high level of performance
8	DECISION	Ability to make tough decisions fully assuming one's own responsibilities and consequences
9	DELEGATE	Ability to entrust the responsibility of a task to the right person to help you reach your goals
10	INNOVATE	Ability to identify new approaches, to develop innovative ideas to foresee changes and to face new challenges
11	CHANGE IMPLEMENTATION	Ability to exploit available techniques and resources in order to accompany change and evolving processes
12	LEADING	Ability to define the outlines of a situation, to exploit the available resources and direct them towards the achievement of objectives and the achievement of results
Personal Resources		
13	RESILIENCE	Ability to reorganize one's own resources to cope with the difficulties maintaining a proactive attitude, even in the long period
14	RESISTANCE TO PRESSURE AND STRESS	Ability to manage one's own emotions in a positive way and to maintain an adequate level of performance despite difficult conditions

## 1

- Started in May 2020, with a **pre pilot of 20 «top» performers** from various classes to test instruments and some «private» connections to get familiarity with the usage of the tools of PerformanSe
- Launch held in July with MBA 46 and 45
- 2 team members went through certification to analyse and return results to assessment takers
- Selected 14 managerial competencies out of 54 to create the Global Rate of Competency Coverage (GRCC)

## 2

- Extended to Alumni MBA 42-43-44 to increase the initial sample of First phase
- **Analysed 73 Pilot Alumin profiles'** information and **validated competencies chosen**
- **Clustered results into 4 categories: best performers, complex, strugglers, entrepreneurs**
- 2 additional team members went through certification to analyse and return results to assessment takers

## 3

- 2 additional team members went through certification to analyse and return results to assessment takers Q1 2021
- Towards end of March 2021 and December 2021 «sample» will be further increased by approx 70/80 new profiles, allowing further insights to emerge

# TALENT MAP of PILOT ALUMNI (73 PROFILES)

COI	IMI	RIC	ARC	COI	GES	ADJ	DEC	DEL	DIR	INN	ORI	REA	RES	RES	GLC
28	22	23	20	33	9	16	3	33	21	33	26	23	5	2	20
25	18	28	10		35	12	12					37	33	12	22
46	34	25	11	21	14	19	2	29	19	24	71	30	27	7	25
38	27	29	43	47	41	57	29	43	35	35	27	13	27	45	36
69	30	35	32	43	36	38	23	49	32	48	62	26	13	28	38
32	38	55	19	24	39	26	30	44	36	36	64	49	39	41	38
22	20	16	46	54	76	48	60	31	39	74	11	18	27	58	40
76	37	58	30	39	37	36	23	52	29	37	71	49	23	20	41

More than **4 RED** areas where competencies are covered with a rate of less < 30%

OR

Where GRCC is around 30-45

COI	IMI	RIC	ARC	COI	GES	ADJ	DEC	DEL	DIR	INN	ORI	REA	RES	RES	GLC
71	39	48	50	56	61	62	43	59	47	53	54	30	25	48	50
78	42	74	49	41	28	58	48	53	63	48	39	41	38	47	50
28	45	28	41	65	73	71	63	70	51	84	9	25	45	57	50
51	53	31	45	59	60	56	41	78	62	60	48	24	33	55	50
29	51	32	38	41	67	43	47	91	62	49	78	38	42	63	51
48	56	73	48	31	32	44	55	31	56	39	80	77	54	51	52
72	54	80	45	30	26	48	52	46	52	41	71	72	56	47	53
23	50	23	65	69	82	68	67	64	60	85	6	27	35	68	53
71	53	83	54	27	23	57	51	54	60	49	56	63	56	54	54
73	44	54	59	62	62	68	49	73	62	59	34	25	32	59	54
28	55	30	67	81	90	62	71	62	64	86	20	29	43	47	56

**3-4 RED** areas where competencies are covered with a rate of < 30%

OR

Where GRCC is around 50



# TALENT MAP of PILOT ALUMNI

COI	IMI	RIC	ARC	COI	GES	ADJ	DEC	DEL	DIR	INN	ORI	REA	RES	RES	GLC
64	60	31	77	90	91	78	72	78	67	86	16	30	40	74	64
76	53	81	66	40	39	85	64	73	77	68	38	58	64	74	64
61	74	56	60	67	65	70	88	37	66	76	24	60	92	74	65
73	63	80	71		50	65	56					70	68	60	66
66	75	65	67	61	66	47	81	36	68	59	70	83	75	65	66
56	79	55	60	75	85	58	71	43	61	63	64	76	70	69	66
28	83	42	71		57	69	89					42	99	82	66
69	82	31	69	80	88	60	62	81	70	76	58	57	53	61	66
63	81	54	60	90	81	85	75	34	54	87	27	62	75	72	67
61	68	60	71	64	72	80	61	86	71	72	60	52	53	71	67
39	75	76	68	57	65	72	65	73	82	68	63	68	59	83	68
75	76	72	77	80	72	59	65	58	77	68	61	68	52	62	68
62	74	71	78	70	68	64	88	26	59	72	51	80	90	76	69
72	55	76	78	62	59	87	74	77	84	75	33	56	61	82	69
72	81	62	72	82	79	63	67	60	68	64	65	74	68	67	70
76	82	50	72	92	88	63	73	81	79	83	38	62	49	65	70
31	80	70	84	59	50	89	87	57	84	83	36	75	85	86	70
60	65	72	81	76	73	90	87	74	83	88	27	49	61	82	71
57	71	70	81	89	79	87	77	73	85	82	28	47	58	86	71
66	79	72	88	69	58	86	78	54	81	78	30	63	87	82	71
75	72	70	83	90	78	81	86	78	87	93	19	49	54	80	73
79	66	77	83	83	60	76	75	70	81	74	65	71	67	69	73
62	86	74	84	65	55	84	83	50	79	76	49	75	93	84	73
74	71	73	87	76	67	90	79	77	84	79	37	61	77	83	74
47	84	65	85	80	60	83	95	63	88	95	34	60	91	89	75
58	94	68	83	79	66	81	98	34	78	92	31	72	98	88	75
72	69	75	89	88	76	89	86	77	88	85	29	65	62	86	76
74	77	71	83	91	81	84	86	82	86	90	32	63	64	81	76
73	84	83	81	68	65	88	85	65	79	83	64	82	87	87	78

**Practically no RED** areas where competencies are covered with a rate of less than 30%

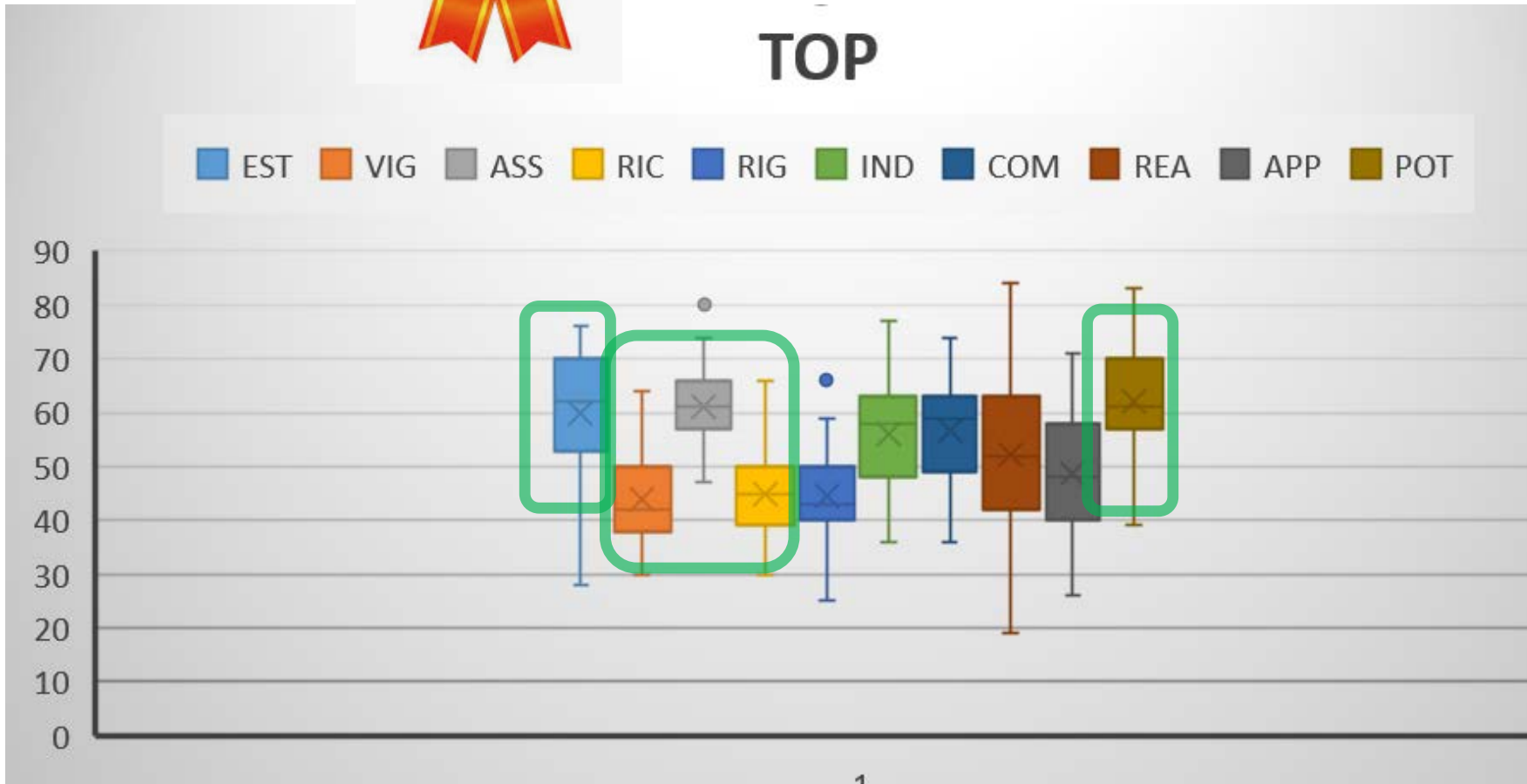
# CLUSTERS



# BEST PERFORMER's profile



TOP



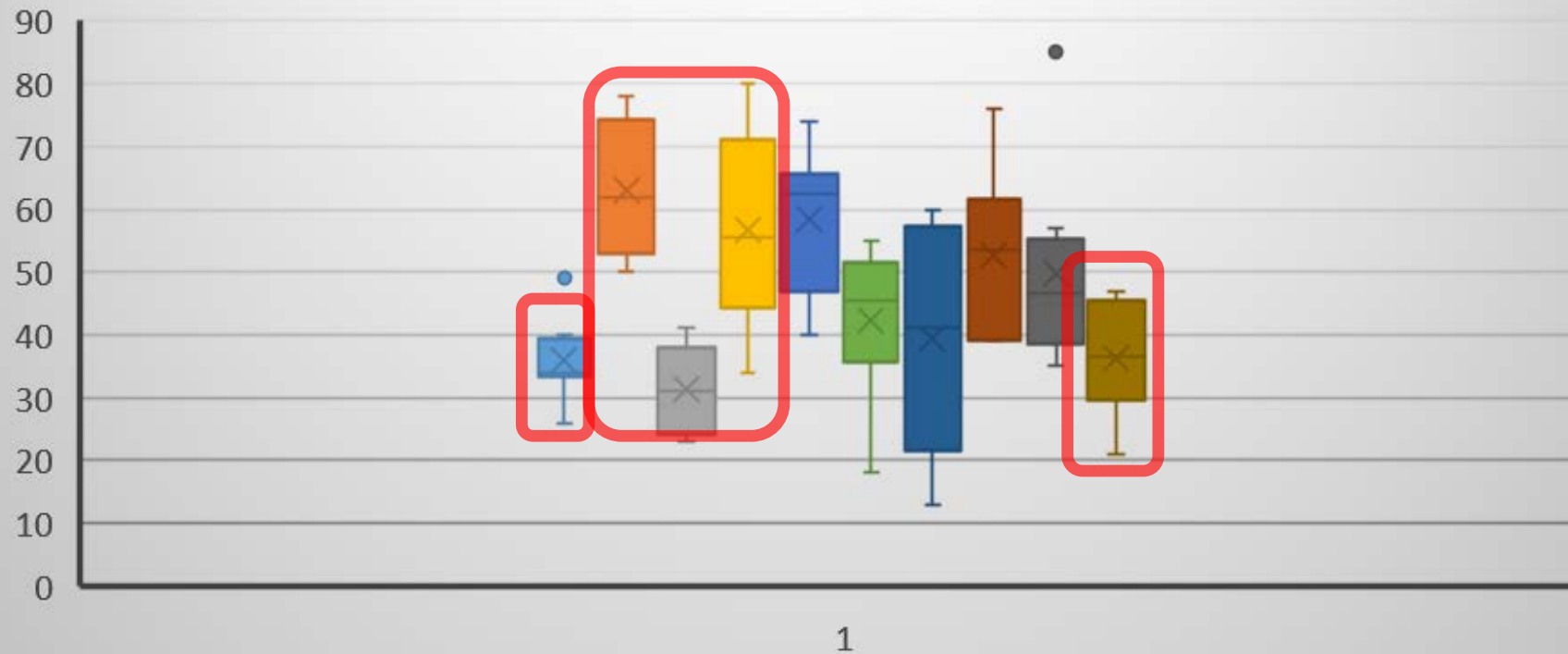


# STRUGGLERS' profile



## STRUGGLERS

EST VIG ASS RIC RIG IND COM REA APP POT

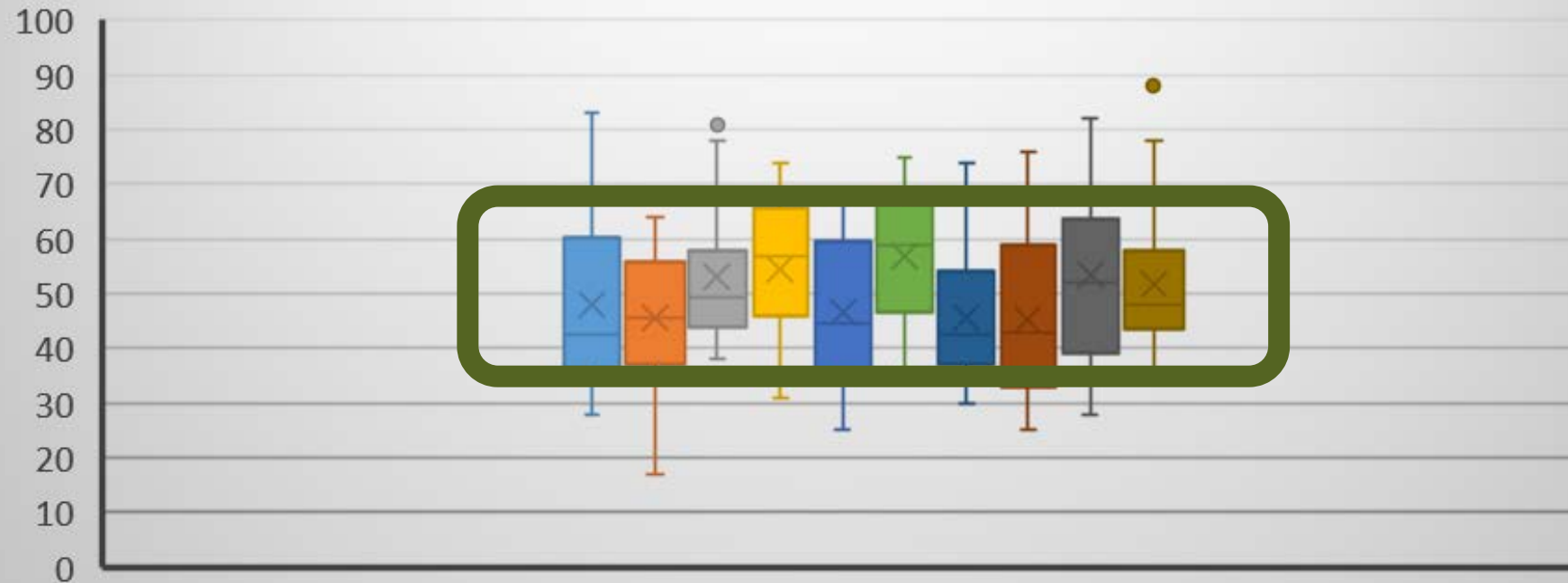


# COMPLEX's profile



## COMPLEX

EST VIG ASS RIC RIG IND COM REA APP POT

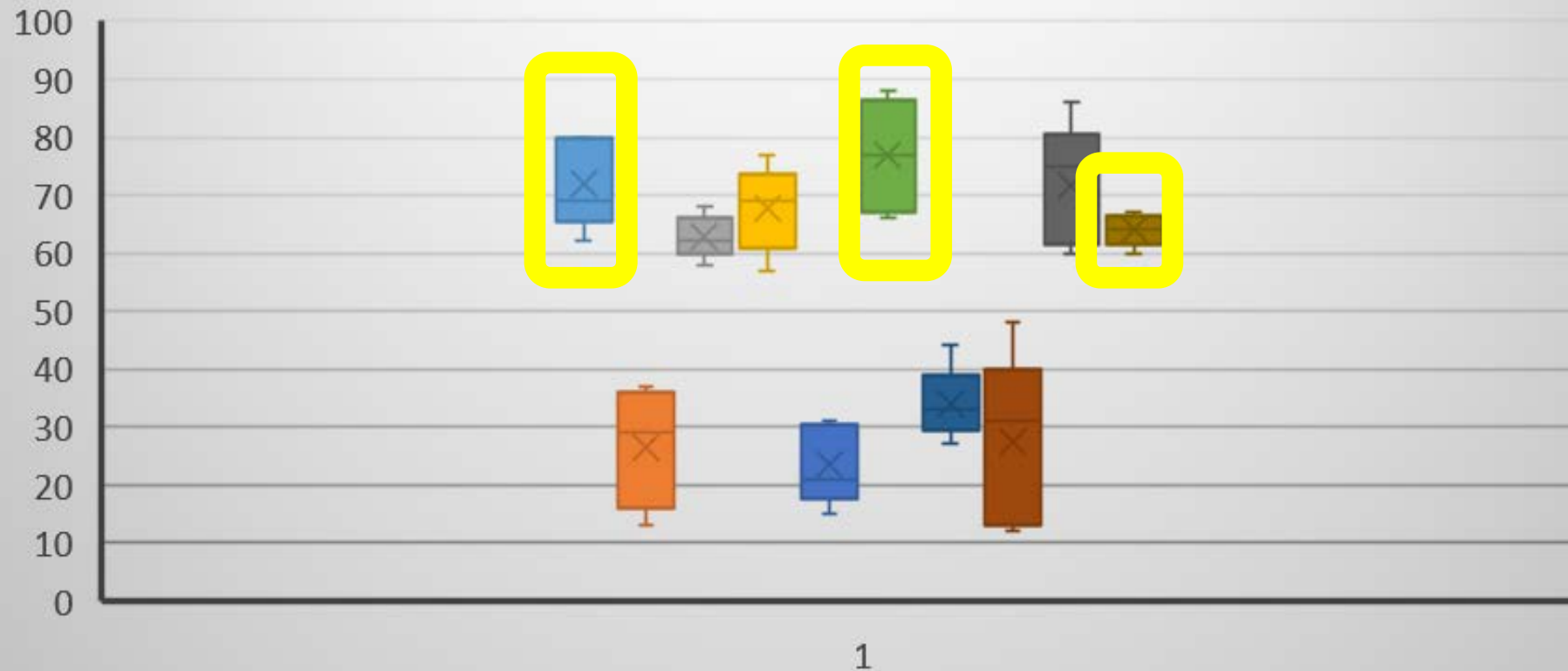


# INNOVATORS' profile



## INNOVATORS

EST VIG ASS RIC RIG IND COM REA APP POT

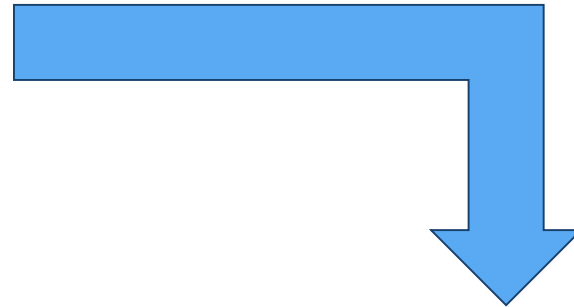




# ON WHAT CAN WE WORK ON?

For **COMPLEX** cluster 6 competences have the largest discrepancy in respect to TOP:

- **comunicare**
- **decidere**
- **argomentare**
- **innovare**
- **resistenza allo stress**
- **resilienza**
- **impegnarsi (accountability)**



**To obtain a higher:**

**Self Image (AFF x6, POT x4, EST x2),**

**Int. Dynamism (x4)**

**through Combativeness (x3) and Realization (x2)**

**GRAZIE!**

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