



# PhD in INGEGNERIA GESTIONALE / MANAGEMENT ENGINEERING - 38th cycle

**PNRR\_352 Research Field: CORPORATE HERITAGE FOR SUSTAINABLE DEVELOPMENT:  
A MULTISTAKEHOLDER PERSPECTIVE BETWEEN IN THE DIGITAL AGE**

Monthly net income of PhDscholarship (max 36 months)
<b>€ 1450.0</b>
In case of a change of the welfare rates during the three-year period, the amount could be modified.

Context of the research activity	
<p><b>Motivation and objectives of the research in this field</b></p>	<p>The project aims to define a path to enhance Lavazza's Corporate Heritage by promoting sustainable development, for Lavazza and its stakeholders, starting from the territory. The center of the valorization will be the Lavazza Historical Archives (Turin). The objectives of the project include:</p> <ul style="list-style-type: none"> <li>• Analysis as is of the management of the archive in its different components: governance, organization and competencies, processes, economic sustainability (revenues, costs and investments), spill-over to the territory and value for stakeholders (e.g. local communities, schools, researchers).</li> <li>• Redesign. Specifically, the candidate will go to define alternative scenarios for the enhancement of the archive, hypothesizing the governance model; business model for the Archive (special attention should be paid to the sustainable management of events for different user targets); use of physical space and digital technologies, performance evaluation system from a multistakeholder perspective and economic, environmental and social sustainability.</li> <li>• Analysis of synergies and strategies for linking to the broader Corporate Archives, considering archives of major subsidiaries in France, Denmark and Canada. The project will contribute to the national PNRR strategy</li> </ul>



	<p>of corporate sustainability, fostering not only the economic dimension but also the social, environmental and land-use enhancement dimensions.</p>
<p><b>Methods and techniques that will be developed and used to carry out the research</b></p>	<p>The following methodologies will be applied in the research project:</p> <ol style="list-style-type: none"> <li>1) Literature analysis in order to map the situation of research at national and international level;</li> <li>2) Design of a new sustainable strategy for the Lavazza Corporate Heritage, considering the larger value for economy, territory and social contribution. In this phase particular attention is devoted to use of digital technologies and benchmark of valuable cases.</li> <li>3) Development of the specific components through action research methodologies.</li> <li>4) Assessment and validation of the developed models, identifying a performance measurement system for steady-state management.</li> </ol>
<p><b>Educational objectives</b></p>	<p>In the context of "Piano Nazionale di Ripresa e Resilienza (PNRR)", this scholarship develops and promotes the competence required to guide corporations towards a sustainable management of Corporate Heritage, where the economic, social and environmental sustainability are strictly intertwined with the balance between physical and digital assets.</p> <p>On the whole, the research aims to contribute to a high-skill profile that is able to:</p> <ul style="list-style-type: none"> <li>- analyse, integrate and contribute to the development of the body of research on Corporate Heritage in the digital age;</li> <li>- analyse and evaluate its sustainable implementation, considering the design, implementation and management phases;</li> <li>- develop models and capabilities in order to support to continuous improvement and adaptation of the Corporate Heritage strategy in face of internal and external context changes.</li> </ul>
<p><b>Job opportunities</b></p>	<p>The opportunities for a PhD graduate in this research area are manifold, in terms of professional development in:</p>



	<ul style="list-style-type: none"> <li>• research and development in the fields of management of complex projects in which Corporations needs to enlarge their portfolio of objectives (economic, social and environmental) and stakeholders (e.g. territorial communities), considering also the opportunities of digital technologies;</li> <li>• advisory for those companies that aim to develop further the Corporate Heritage strategy in order to value the history and the modernity of brands, their products and services.</li> </ul>
<b>Composition of the research group</b>	2 Full Professors 1 Associated Professors 2 Assistant Professors 8 PhD Students
<b>Name of the research directors</b>	Michela Arnaboldi

<b>Contacts</b>
<i>michela.arnaboldi@polimi.it</i>

<b>Additional support - Financial aid per PhD student per year (gross amount)</b>	
<b>Housing - Foreign Students</b>	--
<b>Housing - Out-of-town residents (more than 80Km out of Milano)</b>	--

<b>Scholarship Increase for a period abroad</b>	
<b>Amount monthly</b>	725.0 €
<b>By number of months</b>	6

<b>National Operational Program for Research and Innovation</b>	
<b>Company where the candidate will attend the stage (name and brief description)</b>	Luigi Lavazza S.p.A.
<b>By number of months at the company</b>	6
<b>Institution or company where the candidate will spend the period abroad (name and brief description)</b>	The PhD student will spend a period of at least 6 months abroad to interact with researchers and participate in joint activities potentially foreseen in the project, according to specific needs. Indeed, the project is highly interdisciplinary, and this favors the collaboration with foreign research centers where the candidate can acquire in-depth knowledge on the theme.
<b>By number of months abroad</b>	6



**Additional information: educational activity, teaching assistantship, computer availability, desk availability, any other information**

*Funding for educational activities: 4.900,00 Euros for three years.*

*Teaching assistantship: There are various forms of financial aid for activities of support to the teaching practice. The PhD student is encouraged to take part in these activities, within the limits allowed by the regulations.*

*Desk availability: shared use Computer availability: individual use*