

February 24_25, 2023
Museo Carlo Zauli
Faenza

20

Broken Circles

23



Broken Circles

Reflections about “black (and white) swan” events and how to sustainably keep responsibility and ethical principles running

London, May 2022: *“According to informed circles, the typo-based flash crash in European stock exchange trading at the beginning of May will cost the originator Citigroup at least 50 million dollars (47 million euros). Insiders say that on May 2nd, a trader at the London based trading unit Delta One had mistakenly entered an additional zero during a transaction in early trading. Considering it was a bank holiday, he was working from home. The mistake triggered a five-minute sell-off of the OMX Stockholm 30 index and eventually led to chaos on stock exchanges from Paris to Warsaw, where temporarily 300 billion euros were lost.”*

February 24_25, 2022 Program Museo Carlo Zauli, Faenza

Friday 24

_8,30 Welcome: **Hans-Martin Buhlmann** and **Brigitte Mael**

_8,45 Visit of the museum with introduction to the metaphore of the Broken Circles: **Matteo Zauli**

_9,30 Introduction to the Seminar: **Enrico Turchi** and **Monika Pohle**

_9,45 Futures Literacy addresses the urgent need to transform human governance by empowering everyone to use-the-future more effectively and efficiently (Unesco).

About strategic foresight, the role of time and how to responsibly change the conditions of change: **Roberto Poli**

_11,00 Coffee break

_11,15 Stories from the future: foresight and responsibility.
Martin Ivarson and **Dimitrios Merkouris**

_12,15 Conversation on the concept of future guided by the moderators

_13,00 Lunch

_14,30 The search for coherent new paradigms is a vital task for governance

About recurrent bubbles, cycles and weaknesses and how to make the necessary change to meet the imminent challenge social and environmental sustainability: **Thomas Clarke**

_15,30 Conversation on challenges and change
guided by the moderators



_16,15 Coffee break

_16,45 *Violence against Women in Mexico*: Martin Davila

_17,45 Conversation *on the meanings of power*
guided by the moderators

_18,30 Closing of the day

Saturday 25

_8,30 Opening of the day

_8,45 *We learn geology the day after the earthquake.*

About setting priorities in the immediate, planning the future with courage and responsibility, and keeping your head cool while your heart is still burning: **Mauro Bombacigno**

_9,45 Conversation *on setting priorities and taking decisions in unexpected and complex situations* guided by the moderators

_10,45 Coffee break

_11,00 *Holding pieces together.*

About why Governance is the real G-force and how to change the *tick-the-box* attitude to responsibility and consistency driven behaviour: **Hendrik Schmidt**

_12,00 Conversation *on attitudes, actions and trust*
guided by the moderators

_13,00 Closing and lunch

SPEAKERS



_ Roberto Poli

Roberto Poli (PhD Utrecht) is Professor of Philosophy of Science at the University of Trento and holds the UNESCO Chair on Anticipatory Systems. Poli teaches Social Foresight and Epistemology of the Social Sciences; he directs the Master in Social Foresight, currently in its ninth edition.

Poli is a fellow of the STIAS – Stellenbosch Institute for Advanced Study. He is the President of AFI-Association of Italian Futurists, and Skopìa, a company offering professional anticipation services. Poli is a member of the editorial committees of many journals (including Futures and European Journal of Future Research), and has published 7

volumes; the last is Working with the future, Milan, Bocconi University Press 2019. He is editor-in-chief of the Handbook of Anticipation (Springer). Poli has edited more than 20 volumes or special issues of journals and published more than 250 scientific papers.



_ Thomas Clarke

Thomas Clarke is an international Research Professor and a Fellow of the Royal Society of Arts (FRSA). He researches, consults and writes in the fields of corporate governance and sustainability.

He has completed major international research projects on rethinking the company, the transformation of business in China, changing business paradigms, innovation,

the changing roles of boards and directors, international corporate governance, board evaluation, professions in capital markets, the knowledge economy of the Asia Pacific, sustainable finance, the international business pivot towards sustainability.

He has consulted with the PRS Ltd, Strategic Partnership, DBM Ltd, British Council, Prince's Trust, SAP, AICD, CPA Australia, Boardroom Partners, Australian Council of Superannuation Investors (ACSI), United Nations Environmental Program (UNEP), Australian Institute of Superannuation Trustees (AIST), and Stewart Investors.

He has published many books including editing *The Oxford Handbook of the Corporation*, Oxford University Press 2019; and *Corporate Governance: Cycles of Innovation, Crisis and Reform*, Sage 2022.



— Hendrik Schmidt

Hendrik Schmidt is Senior Investment Stewardship Specialist in the Corporate Governance Center of DWS and since 2016 is responsible for the regions: Germany, Austria, Switzerland and the UK. He represents DWS regularly at Annual General Meetings of and in C-level engagements with portfolio-companies as well as in conferences. Mr Schmidt is member of several corporate governance bodies, incl. the DVFA-Commission on Governance & Stewardship, BVI Working Group Corporate Governance and the Stewardship Committee of the Investment Association.

He publishes regularly on corporate governance topics and is co-author of the “DVFA Scorecard for Corporate Governance”, “DVFA Stewardship Guidelines” and the

“Guidelines for a sustainable executive remuneration”. Mr Schmidt is co-editor and co-author of the book “Corporate Governance in Germany”. In 2020, Hendrik Schmidt was named recipient of the Modern Governance 100 in acknowledgement for his work and contributions to drive good governance. He holds degrees from Frankfurt School of Finance & Management (BSc.) and HHL – Leipzig Graduate School of Management (MSc.) and is a Certified ESG Analyst (EFFAS/DVFA). rs.



– Mauro Bombacigno

Born in Mirandola (MO). 60 years old, working in the Financial Industry since (almost) ever. Presently head of ESG Italy for the BNP

Paribas Group, with responsibility in developing the Italian activities in the Environmental, Social and Governance arena as well as the implementation of the Sustainable Business Development Plan (SBDP) 2025.

Member of the Group Network of Sustainability Experts (NEST).

Previously head of Group Origination Italy – a task force of the Group aiming at developing joint solutions for Institutional, Corporate and Individual clients, leveraging on the various (25) entities of BNP Paribas operating in Italy.

Director within the Corporate & Institutional Banking Division with coverage responsibility of strategic clients, with main focus on the investment banking activities.

Before joining BNP Paribas, I served as Head of Corporate coverage for Rabobank (5 years), setting up the Italian branch of this Dutch Financial entity.

Previously, senior advisor with Accenture and Relationship manager with Mediocredito Lombardo, now Intesa.

Degree in Business Administration (Bocconi University).

Certified intensive training Positive Impact-Business (Cambridge University).



_ Dimitrios Merkouris

Born and raised in Greece, and moving to Sweden in 2008, Dimitrios has a huge passion for business development and he loves to peer over the horizon and discuss ideas, taking the world we all know and turning it around so we can view it from a strange but strangely enlightening angle.

He has a global commercial experience in automotive, with a profound love for developing individuals, and diverse teams where everyone was empowered to take their own responsibility, challenge the ecosystem as we know it, and take purpose-driven decisions. Dimitrios is also the founder of DM Professionals, focusing on coaching and supporting the integration of people with a foreign background in Sweden, he is a soccer referee at a national level but most of all, he

is proud to be a husband, and father of two. Today, he is the Head of the AccZero initiative at Volvo Cars, an initiative with the purpose to democratize the right to traffic safety, for everyone!



_ Martin Ivarson

Martin Ivarson is an innovation strategist at the Open Innovation Arena at Volvo Cars. With a background as an M.Sc. in Industrial Engineering and Management and various roles involving digital strategic innovation, he focuses on mobility trends and futures including the role of data fueled business and society development. Lately, Martin has been focusing on the idea of foreseeing and shaping different futures with the intent to

suggest various approaches for Volvo to be part of the solution to preferred scenarios. Martin is also fascinated by the concepts of black swans and antifragility in all this.



_ Martín Dâvila

Martín Dâvila is Full Professor of Economics and Finance and Researcher in the Faculty of Economics at the Universidad Popular Autónoma del Estado de Puebla. His research

focus is on International Finance, Industrial Organization, Game Theory and Corporate Governance.

In 1991 he graduated from the Universidad de las Américas and holds a BSc. in Industrial Chemical Engineering, in 1998 he

graduated from the Universidad de las Américas and holds a M.Sc. in Economics. In 2008 he graduated from Universidad Popular Autónoma de Puebla and holds a PhD. in Financial Economics, with the principal theme in Corporate Governance.

MODERATORS



_ Enrico Turchi

Enrico Turchi is Deputy CEO and Conducting Officer for *Amundi Luxembourg S.A.*, where he also sits in the Board of Directors.

He has 30 years' international experience in the financial industry of which the last 19 spent in asset management in Luxembourg. Before then he covered COO/CFO positions in UniCredit branches in London, where he was also a member of the Board of Trustees of the company pension scheme, and Hong Kong.

He holds an INSEAD Certificate in Corporate Governance and he is an ILA Certified Director since 2015. He sits on the Board of several Luxembourg SICAV, mostly associated with *Amundi*.



_ Enrica Monticelli

Enrica Monticelli is Group Technology Innovation Director with the accountability to drive the initiatives aimed to support the Product Innovation & Sustainability strategy for all the *De Longhi* categories and brands. She earned a Master Degree in Physics at University of Turin developing a thesis on Nuclear Fusion Technology. In 1996 she joined *Whirlpool* and soon acquired increasing responsibilities in R&D and Corporate Innovation. She received the prize *Tecnovisionaria _ Women Innovation* for the role of Global Open Innovation Senior manager in *Whirlpool* and for her representative role in several Scientific committees in Italy and abroad. In 2014 she joined *De Longhi* as R&D Director. Currently she is candidate for an Executive PhD in Design at Politecnico of Milan.

Managing risks is one of the core tasks of any entrepreneurial activity. What when a risk is conceivable (like an earthquake or a human mistake), but not imaginable or considered to be too low to take it seriously in account at a certain moment?

A German proverb says:
“Erstens kommt es anders und zweitens als man denkt”.
First things come differently and secondly than one thinks.

Human brains are wired to prefer certainty to uncertainty, though nothing is certain. For this we all prefer not even to think about what could happen and how to face it. On a small and a large scale. Human beings are guided by an irrational trust in the future and their power to get out of situations, as free of damage as possible. A both healthy, and at the time very simplistic, conviction.



During the **Seminar in Faenza** (one of the world's most important centers for ceramic art – the famous *faience*), we want to focus on (personal, national, or global) **experiences of unexpected, surprising events** and ourselves questions about their impact on us as persons and as members of a **global community with highly complex systems, relationships, and (inter)dependencies.**

Processes can be adapted or rethought, new processes can be developed and put in place. Plans can be rearranged, discarded, or relaunched. New products can be invented, new industries can emerge. That needs time and creativity, but it's possible.

But what about responsibility?

About ethics? Are there “safe spaces” for them to survive?

And if yes, where? Are they adaptable? Or is it necessary to reinvent the wheel? Or should one put energy in the re-closing of the broken circles?





Transforming earth clay into pieces of art is a tricky process, with many risks and great uncertainty. It is highly complex and never trivial.

It depends on the material, its origin, its chemical composition, the storage, the water, the process of transformation, the quality of the oven, and many many other features like ideas, intentions, delusions, ability to rethink, to experiment.

Carlo Zauli was a maestro in this Art. His works are exhibited in many important Museums, worldwide: he is considered among the most important Italian artists of the last century.

The **Museum Carlo Zauli** is not only a very nice and special place to meet, but it also offers a lot of inspirations for example on predictability, change, fragility, decision making, courage, circular economy, sustainability, digitalization and finally on the relationship between us as human beings, nature, and art.

In 1832 Giacomo Leopardi wrote *The Dialogue Between an Almanac Seller and a Passer-By*:

“This life, which is such a fine thing, is not the life we are acquainted with, but that of which we know nothing; it is not the past life, but the future.”

The artist Carlo Zauli went further: he challenged the present, again and again. Trying the impossible, and transforming errors in epoch-making surprises of his art. Some of them are still in Faenza, in his atelier, today transformed in Museum



Travelling to Faenza:

- **Faenza** is 55 km from Bologna Airport.
- Over the old road which crosses the **Apennines** _ Faenza is exactly **100 km** away from Florence.
- **Ravenna, Rimini** and the sea can be reached in 45 minutes by car/train
- **Hotel Vittoria** has dedicated a whole floor to Carlo Zauli: with some of his sculptures and drawings in the corridors and the rooms.

Museo Carlo Zauli
www.Museozauli.it

100 km Firenze _ Faenza
<https://www.100kmdelpassatore.it/percorso/?lang=en>

Hotel Vittoria Faenza
www.hotel-vittoria.com





Faenza is situated in the Emilia Romagna Region, 55 km south from the Guglielmo Marconi Airport (BLQ) Bologna who is served by the major international airlines
<https://www.airport-bologna.com/airlines.php>

The transfer from Bologna Airport to the town center of Faenza takes around 70 minutes by car

<https://www.clickairporttransfer.com>

With the new Marconi Express

<https://www.marconiexpress.it/en/information/the-service/> departing directly from the Terminal, one can reach the train station of Bologna in less than 10 minutes. From there you can regional trains (45 minutes) or high-speed trains (20 minutes) bring you to Faenza

www.trenitalia.it

If you are interested in staying in Hotel Vittoria, a two minutes' walk from the Museo Carlo Zauli, just let us know. We pre-booked a certain number of rooms. For all other hotels we recommend contacting them directly.

COFCG

CLUB OF FLORENCE

Project, Planning and Design:
COF _ Association Club of Florence



Organization of the event:
VIP _ Vereinigung Institutionelle
Privatanleger eV

For information:
bmauel@vip-cg.com

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Market Services



M O R R O W
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50
YEARS
1972-2022

VIP

sight
CORPORATE GOVERNANCE VIEWS INFORMATION POLITICS



Faenza
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See you soon

Grazie

COFCG

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Faenza
February 24_25, 2023

Application form:

First name

Last name

Job title

Organization

Country

e-mail

I will attend the seminar

YES

NO

Signature

Attendance fee:

Thanks to the contribution of our sponsors this year the participation fee amounts to 550 Euro (for COF members: 450 Euro) which includes: the visit of the Museum and an informal welcome, dinner on October 6, lunch and dinner on October 7, lunch on October 8, and obviously, all coffee breaks.

Please print the form, complete it, take a picture, or scan it, and send it by mail to:

hmbuhlmann@cofcg.eu

Due to the limited attendance, we would ask you kindly to answer as soon as possible.

Many thanks

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