
il bollettino

Generali Group Magazine since 1893

Number 6 – Series 13 – March 2017

A large, fluffy white cloud is centered in the upper half of the page against a clear blue sky. Below the cloud, a series of 17 vertical white lines extend downwards, ending at a row of 17 small white dots. These dots are positioned above a dark silhouette of a world map. The word "CONNECTIVITY" is written in white, uppercase, sans-serif letters across the middle of these vertical lines.

C O N N E C T I V I T Y



Everything is shrouded in a cloud of data and we can be anywhere, anytime. The Internet has upended our lifestyle and our interactions with others, connecting us in real time with remote contexts and faraway cultures. We have torn down physical barriers and obtained access to products and services everywhere, and we have built virtual communities with people we have never met. As individuals, employees and consumers, we have gained access to extraordinary opportunities. All this is possible thanks to the ease and immediacy that enable us to share information. Perhaps now we are just beginning to recognize the huge changes that have happened since the invention of the Internet over 25 years ago. Are we sure we can anticipate where connectivity will lead us to in the near future? —AK.

Connectivity

“ 99% of interesting things have not yet been invented”

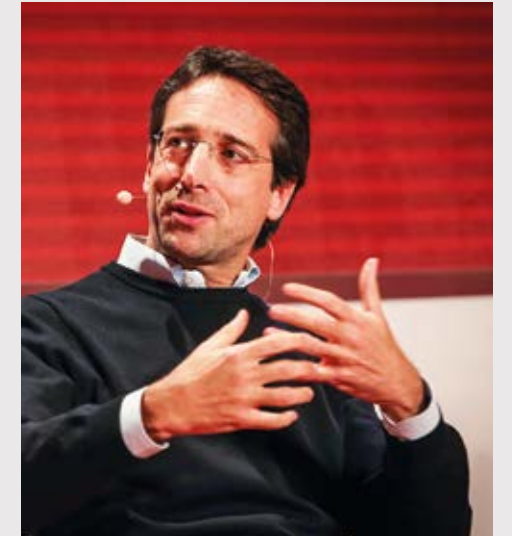
—**Sebastian Thrun**

Connectivity has caught us up in a revolution that has reshaped everything about how we live, love, work, play, shop and share – how our very hearts and minds encounter the world around us. Interconnected digitalisation, automation and artificial intelligence are creating opportunities that were the stuff of yesterday’s science fiction and decisively shape our lives and our work. To what degree and how rapidly remains to be seen.

New technologies are permanently changing the way we do business. Connectivity is transforming the economy sector by sector. It is one of the main reasons why prosperity continues to grow, and not just in the old industrialised nations that are changing to information societies. It has also enabled the tremendous

rise of China and India, once among the world’s poorest nations.

There are many countries that are in the course of transforming from a wholly industrial society to an information one. That transformation will likely occupy us for decades to come. Consider how it started. Short messages, status updates, news alerts, or links to longer documents have formed the basis of real-time connectivity for the past decade. Now, virtual communities are being built on common interests within companies, within scientific and academic communities, within group movements – each of them using completely new interaction modes. Today, we take for granted the fact that we can connect with any person, company, service or information database, no matter where we are.



by Simone Bemporad
Editor in Chief

But in the world of complex connection systems technology is constantly evolving as this special issue of *il bollettino* will show. Devoted to the various aspects of connectivity, its articles - written by experts in business and technology - will take us through the rapidly approaching future where our offices and workspaces have adapted and changed, where there are no limitations of physical space, where anywhere in the world is just a link away.

We shall examine cloud computing and the industrial internet of things, explore the effects of digital transformation and artificial intelligence, look at the range of new access tools and the types of interior office design that are helping us to work better together.

Some Luddites consider connectivity and digitalisation as threats to job creation. That is not really true. Value creation doesn’t come from routine tasks or monotonous repetition that can be automated, but rather from creative problem solving. This is certainly true for the insurance world both for basic services as well as complex problems.

Looking to the future we think of the words of Sebastian Thrun, considered one of the technology pioneers of our time. He says “Ninety-nine percent of interesting things have not yet been invented.” On that basis Connectivity has a rosy future indeed.

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A century of connections in historic cafes Connectivity and coffee-houses have been closely allied since the earliest times. From the great coffee-houses of London came Insurance brokerage, the London Stock Exchange, Sotheby's and Christies auction houses. From Paris came the meeting place for the great names of the Enlightenment / by Diego D'Amelio



Community First

Within Connectivity, cloud computing, the Internet of Things and smartphones have increasingly important roles to play – as does digital transformation i.e. the art of getting all those things to work together efficiently.

Cloud computing enables companies to store, manage and process data online remotely as opposed to on their own physical computer or network, saving on large installation costs and software licenses. Many companies are combining cloud computing with the Industrial Internet of Things (IIoT) to reap extra rewards. Smart machines are better than humans at capturing data that can enable companies to spot inefficiencies and problems sooner saving time and money.

The Internet of Things has moved beyond household controls and into industry itself, according to Dr. Werner Vogels, the Chief Technology Officer at Amazon.com, in the article below. Thanks to the infinite amount of storage in the Cloud combined with unlimited bandwidth, Gas and Oil, street lighting, automobile manufacture and the factory floor are all benefiting from optimized production, minimized waste and new ways of doing business.

Also below, Laurence Bret-Stern of LinkedIn explains that the best approach to digital transformation is communicating its significance and making it meaningful through role models that tell and personify its benefits. How will digital transformation help employees? What metrics will measure success?

This year, ten billion mobile internet devices will be in use globally. More than 60 percent of these will be smartphones. According to Alberto Dalmasso of Satispay, smartphones are not just an access to connectivity, they constantly learn from our choices organizing an exact copy of our lives and adding value to our digital experience. His article below explains how.

by the Editorial Office

PREFACE Connectivity reaches its peak when data sets, sensors and recording devices are able to exchange information and establish a dialogue. What prospects are emerging for the Industrial Internet of Things and in which areas is it already being used?



Beyond the Fridge

by Werner Vogels

Amazon Web Services

We have moved beyond the fridge. In the 1990s when the idea of an Internet of Things (IoT) was first tabled we were promised that by the turn of the 21st century we would all have fridges connected to the internet in our homes. These would be able to tell when we needed more milk, eggs or cheese and would automatically order them from the store for us. Despite this promise, we are yet to see our fridges do the shopping. What we have seen instead is that the IoT is happening in a completely different place. We are now more likely to see the IoT associated with the machine that manufactures our fridge, rather than the fridge itself, with a new trend that is being called the Industrial Internet of Things (IIoT).

The ubiquitous availability of bandwidth and having computational capacity and near infinite amounts of storage, at our fingertips through the cloud has been key to driving this new trend in technology. In the past year, we have started to get a glimpse of just what is possible. This has come through the pursuit of things such as a more efficient gas turbine, the need for real-time fleet maintenance of trucks and the quest for oil and gas. The IIoT is even more exciting than the connected fridge. Unlike the connected fridge, the IIoT is already changing how we design and interact with machinery and is starting to have a transformative impact on how we live.

The IIoT of now

Many of the changes brought about by the IIoT have been subtle, but there are many examples we can point to where this technology trend is changing the world around us. Phillips CityTouch is one such example. CityTouch is an intelligent light management system for citywide street lighting. It allows entire suburbs and cities to actively control their streetlights in real time. This allows local councils to keep certain streets well lit, to accommodate high foot traffic, bring on lighting during adverse weather, when ambient light dims to a dangerous level, or even turn lighting down, for example in an industrial estate, where there are no people. They are also able to change the colour of lights, which can help direct foot and automobile traffic across a city, for example allowing people to follow the green lights so they can safely get from the football stadium to the train station. We are seeing this technology in cities across Europe and the reason this has been possible is because CityTouch is using the cloud as the backend technology to run the system and extract business value from large amounts of data collected from sensors installed in the lights. The rise of the IIoT would not be possible without the cloud. When you think that, the UK has over 5.6 million streetlights alone, if each of these were to produce even a small amount of data each per day it means a vast amount of information to process, store and manage. The cloud is able to keep up with this rapid growth and help to create new business models. When a street lamp is



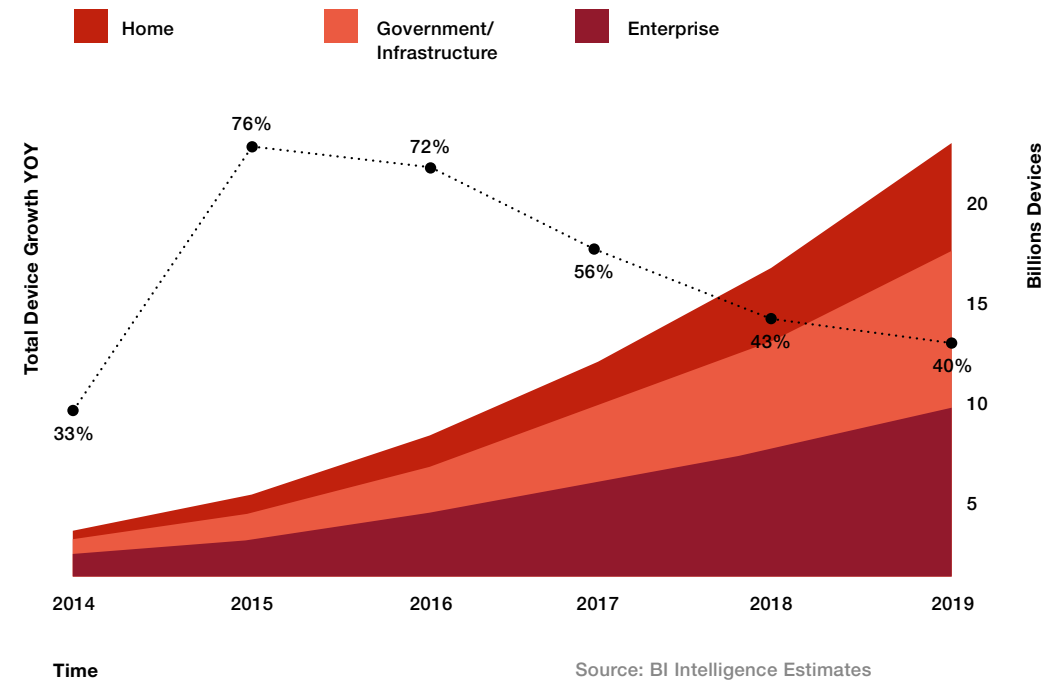
Werner Vogels

Dr. Werner Vogels is Chief Technology Officer at Amazon.com where he is responsible for driving the company's technology vision, which is to continuously enhance the innovation on behalf of Amazon's customers at a global scale.

Prior to joining Amazon, he worked as a researcher at Cornell University where he was a principal investigator in several research projects that targeted the scalability and robustness of mission-critical enterprise computing systems. He has held the positions of Research Engineer, VP of Technology and CTO in companies that handle the transition of academic technology into industry.

Vogels holds a Ph.D. from the Vrije Universiteit in Amsterdam and has authored many articles for journals and conferences, most of them on distributed systems technologies for enterprise computing.

Estimated Number of Installed IoT Devices by Sector



Shell has over ten thousand oil wells. Managing this amount of data would be unthinkable without IIoT

not only a source of light but also a thermometer, barometer and traffic sensor the possibilities for how this network of connected devices can be used to enhance city life greatly increases.

Another sector taking advantage of the cloud to drive IIoT is the oil and gas industry. Companies are using IIoT strategies to manage and gather data from operations in remote, often dangerous environments to make better decisions on where to prospect for resources. An example of this is Shell, which is using the data from sensors in their wells to increase oil and gas output. Each sensor generates about a petabyte of data and Shell is estimated to have over ten thousand oil wells. Managing and analysing this amount of data as little as a few years ago would have been unthinkable, even for an industry used to dealing with large data sets such as the oil and gas industry. Now with the constant flow of intelligence

from the sensors in their wells, combined with increased compute power courtesy of the cloud, Shell is able to change how they operate as an organisation. By collecting these rich data sets, invasive drilling now becomes a last option. This means their researchers and engineers can spend more time on looking for the right oil fields and less time on drilling for resources that may not be there, helping them to save costs and minimise their impact on the environment.

Another sector where we are seeing the rise of IIoT, closely linked to Oil and Gas, is the utility sector. The best example of this is the work General Electric (GE) is doing. GE is one of the world's largest manufacturers of turbines and is responsible for generating 30% of the world's electricity. The company is taking advantage of IIoT to reinvent itself, and in the process, the economics of the industry. The company is using hundreds of sensors and advanced analytics to make their fleet of gas turbines run more efficiently. They estimate that

if by improving productivity by just 1%, because of the sheer scale of GE's products, the company could drive hundreds of billions of dollars in savings.

The IIoT is also changing manufacturing as we know it by delivering real-time conditions on the factory floor making it possible to not only optimise production and eliminate waste but uncover new business opportunities. Tata Motors, one of the largest manufacturers of commercial vehicles is a case in point. Tata Motors is putting sensors into its trucks and has built a service model, which is allowing owners of large fleets of trucks gain better insights into how the vehicles are running, how they are being used and to predict and prevent potential breakdowns. The sensors in the trucks can be used to monitor driver behavior, which can then be used by insurance companies to help set better premiums thus bringing new ways of doing business not only to the automotive business but also the insurance sector.

This year's International Consumer Electronics Show (CES) in Las Vegas showcased a new smart fridge that integrates Alexa, Amazon's voice service. By talking to the fridge, it's possible to interact with any other connected device that is compatible with the platform. As a result, the fridge can update us on the weather, turn on the lights and even shop on Amazon using the Dash service, all at the prompt of a simple voice command.



The Internet of Things (IoT)

The Internet of Things is a possible evolution of the way we use the Internet: objects acquire an active role thanks to connectivity. The purpose of the Internet of Things is to enable the cyber world to draw a map of the real world by creating an electronic identity for actual objects and places. The opportunities are manifold: from industrial applications, including production processes, to logistics, infomobility, energy efficiency, remote assistance and environmental protection.

Source: wikipedia.com

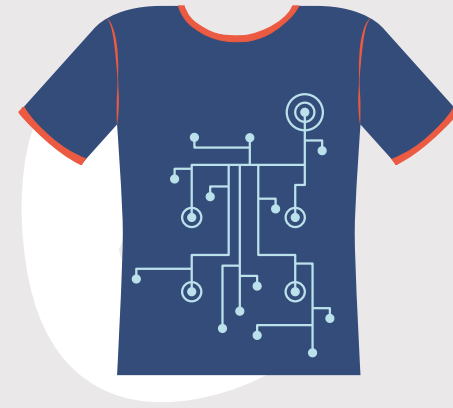
The IIoT of tomorrow

These examples are just a glimpse of the potential of IIoT. With the computational power of the cloud behind a network of sensors, we are only in the very early stages of what is possible. As we move into the future, we will begin to see new kinds of sensors, with new kinds of workloads, creating a richer IIoT, backed by the cloud. A new trend we are beginning to see is video cameras being used as a sensor for IIoT workloads. A video camera is no longer just a simple recording device, but a complex sensor that can monitor a vast number of data points at once. In a vehicle this could be a video camera pointed at the wheel taking in data on the wear of the tyres, brake pads and disc rotors while at the same time monitoring the wheel alignment, suspension and handling of the car. In the traditional IIoT model this would require a sensor on each of these components but with the video camera as the sensor, connected to the cloud, all of this information could be ingested and analysed in near real time to help with the ride of the car or to help with preventative maintenance.

We have just seen the tip of the iceberg. Many spectacular innovations in IIoT are yet to be realised and the results of all of this will spill over and impact consumers' day-to-day lives in ways we can't imagine, changing our kitchens, cars and homes. Does this mean we will never have connected fridges? I don't think so, it's already there, but what we have seen is that the true explosion in IIoT applications has taken a different path than the one we expected and is not just about automatically reordering our milk when it runs out.

The IIoT will change how we design machinery and the systems built on them, from manufacturing plants to airports. As such, we will have a more intimate understanding of these systems to be able to achieve higher reliability and efficiency. These changes will certainly affect how we live and interact with our environment.

Let's wear a personal trainer



This special t-shirt can devise a customized training program based on our fitness level and our objectives! It can monitor our heartbeat, respiratory rate and pace during training.

The fork will take care of it



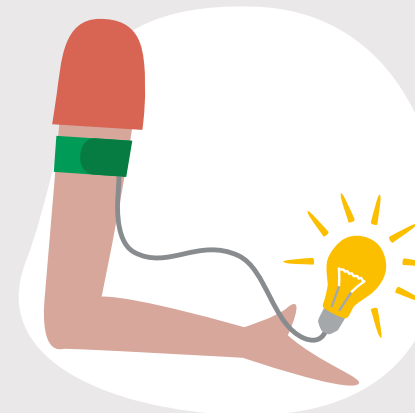
There is a widespread trend toward improving our eating habits. The smart fork can coach us by keeping track of our eating speed. It uses vibration or a light display to let us know whether we are eating correctly and sends the results of our progress directly to our computer.

Where's grandma?



We can monitor our family's daily whereabouts and record their routines. This will allow us to recognize unusual situations and we will immediately receive alerts if necessary. For example, if grandma suddenly leaves home at an unusual time, or if she doesn't come back home in the evening, we will receive an alert on our cellphone.

Under pressure



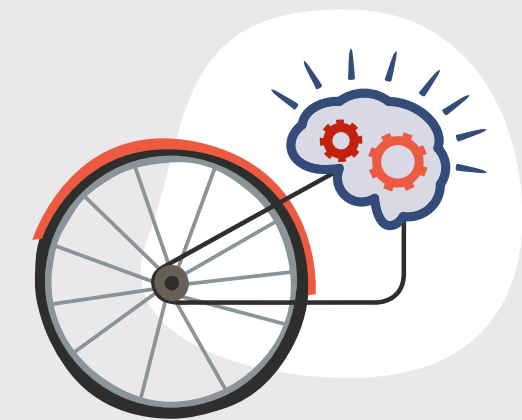
A cuff around the arm constantly checks our blood pressure and sends the results to our mobile phone in real time. A chart of the various measurements is instantly available on our smartphone. So convenient for those who need constant monitoring.

Listen to your home!



A device will immediately alert us to the slightest home emergency. Water leaks, smoke, burglars... wherever we are, we will receive a message that will enable us to act immediately to avert disaster!

Smart... bike!



An app to guide us when we cycle. We only need to connect our smart bike to the mobile phone via an app, put the phone in our pocket and start pedaling! Tiny lights installed on the handlebar will indicate the best itinerary based the chosen route and traffic. It goes without saying that we will also get a report on our daily physical activity.

How the network changed our working culture

by Laurence Bret-Stern

PREFACE LinkedIn is the social network created to connect the business world. Since its inception in 2003, it has revolutionized the job market by making available and accessible for free the profiles of professional people around the world.

Do you know how many people are searching 'digital transformation' online at this very moment, and how many results are returned? There are up to 100,000 searches and over 8 million results: this is what you call a trending topic.

That everyone has heard it is great, but the truth is, no one is really sure what it is. It's no wonder we think everyone else is doing it, but nobody has a clue on how to do it. I joined LinkedIn six years ago when we were 800 employees worldwide. We are now over 10,000, so it has been a transformational journey for me.

And beyond my own organization, I also witnessed how social media transformed businesses, which has given me a unique vantage point.

Digital transformation doesn't come *from* the top; it comes *to* the top. Change no longer stems from the brilliance of a few team members in the boardroom, but from how well a company can listen to the bottom half of the equation. In a way, enterprise strategy has been flipped around.

Digital transformation comes from the surrounding environment, from competitors. The level of disruption is unprecedented:

“ A leader's job is not to put greatness into people, but rather to recognize that it already exists, and to create the environment where that greatness can emerge and grow”

—Reid Hoffman

today we are dealing with cloud services, sharing economy, gig economy, blockchain and artificial intelligence.

Traditional players are by nature more vulnerable as their operating models can be threatened by digital technology across the value chain by startups that are not tied up by the same regulatory or legacy constraints. But upstarts can also create new categories from scratch. For example, LinkedIn disrupted the talent industry by offering a free alternative to the most valuable asset of job boards and staffing agencies: their profile database. And what do those successful disrupters have in common? They have a firm grasp on how customers behave and what consumers want, because today it's consumers who hold the power. These empowered consumers rely on booming mobile and multi-device usage, they have shorter attention spans and limited trust, they prefer instant purchases and pay-as-you-go options, but also check out comparators and recommendations before making a decision.

A survey by strategic consultancy Altimeter Group has revealed that 55% of those responsible for digital transformation cite 'evolving customer behaviors and preferences' as their primary catalyst.

This means the customer journey must be the backbone of any digital organization.

Even if business leaders are not paying attention to the outside world, their own employees will eventually catch them up.

According to a recent survey, 36% of employees said they would leave their current company if offered a job at a more digitally progressive organization, while 44% of people don't see their company driving digital transformation fast enough.

Talents want to work in a versatile organization that offers free access to digital tools. This is a key condition for 81% of employees. They also want an accelerated and diverse career path: millennials change roles every two or three years and don't want a linear position. Their vision of hierarchy is one based on expertise and collaboration, where employees can speak freely and have direct access to leadership.

Organizations must be able to adapt to this new concept and offer a versatile environment. Even if transformation doesn't come from the top, it needs to be led from the top, starting from the chief executive, and each member of the leadership team must be involved. Research by a number of leading social science thinkers has

Jeff Weiner, LinkedIn's chief executive, is a great role model example. He clearly articulates our vision and mission and reinforces the story at our company. He fosters a culture that encourages debate about transformation and prompts people to infuse it with their personal meaning

shown that when managers and employees are asked what motivates them the most in their work, they are equally split among five issues: impact on society, such as building the community and stewarding resources; impact on the customer - for example, providing superior service; impact on the company and its shareholders; impact on the working team, i.e. creating a caring environment; personal impact such as career development, paycheck and bonus.

People will go to extraordinary lengths for causes they believe in, which means a powerful transformation story will create and reinforce their commitment.

The best approach for a successful transformation is communicating its significance and making it meaningful. You also need role models to tell and personify that story.

Jeff Weiner, LinkedIn's chief executive, is a great role model example. He clearly articulates our vision and mission and

reinforces the story at our company. He fosters a culture that encourages debate about transformation and prompts people to infuse it with their own personal meaning.

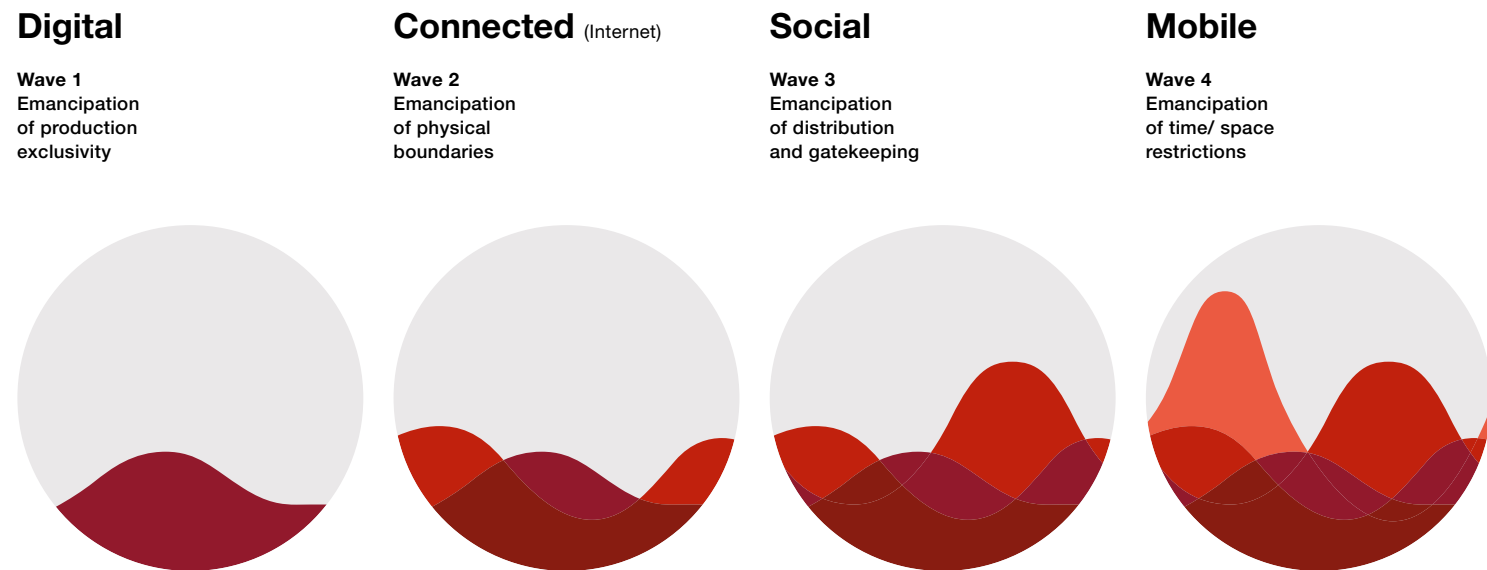
You also need ambassadors who relay the story, support and practice the new types of behavior. They need to be empowered to drive change and be rewarded. That's why every year we appoint an employee to become the global leader of one of our culture pillars. But great intentions are not enough.

You cannot manage what you don't measure. Employees need to understand company goals and how a digital transformation will help achieve them. They need solid metrics for measuring success.

At LinkedIn we use conversion rates and sales velocity - the time it takes for a new lead to become a closed deal - to measure the impact of automating the stages customers take to make a buying decision. We measure the impact of customer engagement programs and the contribution

Waves of digital disruption

Source: <http://www.digitaltransformationbook.com/>



of new products. We also give employees a voice through surveys to measure the level of cross-team collaboration. Still, it's unrealistic to think that a plan will have zero hitches or failures. Aspiring or waiting for that 'perfect' time will only result in lost time and, ultimately, lost business. Instead, business leaders should be comfortable expecting mistakes and failures along the way and learn how to react to mishaps. That's the way to develop more appropriate means to move forward. As we say in the Silicon Valley, failing is good, as long as you fail fast. The array of digital tools available today - cloud computing, software as a service, predictive data - may seem overwhelming at first, but the great news is that organizations have never had access to so many tools to enable their digital transformation and optimize their operations. These tools are not only incredibly effective, but also affordable.

Traditional business can also choose to incubate innovation by purchasing

or partnering with startups. A business leader recently said that acquisitions are the new form of research and development.

Internal and external disruptions force organizations to transform and this transformation must be an agile and result-driven process, led from the top, based on a compelling story and inspirational leaders.

And if there are people who still think digital transformation hasn't touched their business, I'm willing to bet that soon they will no longer have one.

Digital disruption is increasing and speeding up the amount of change we have to deal with. The explanation for this can be found in the four waves of emancipation:

The first wave of emancipation (the rise of digital) made it much easier to create and produce (mainly digital) products and/or services.

The second wave (the Internet) led to the disappearance of physical borders and timezones, enabling the potential for any smart solution to become a worldwide success. Yet, as many experienced during the first decade of the Internet, being

globally available was no guarantee for success. Most new initiatives never made a blip on the global radar and died once the ventures ran out of money.

The third wave (social media) changed the ownership of the distribution of headlines and opinions. Suddenly we could all become gatekeepers of interesting stuff. Social media distribution of new ideas and start-ups paved the way for a whole new generation of mean-and-lean companies that found international recognition, distribution or even funding.

The fourth wave (mobile) is accelerating everything even more. It reduces the time between impulse and response from hours or even days to minutes or seconds. The moment something good (or bad) happens, it starts spreading around the world instantly.

Source: <http://www.digitaltransformationbook.com>



Laurence Bret-Stern

'My journey at LinkedIn started at the end of 2010 with a double mandate: launch France and build the Marketing team for EMEA.'

I inaugurated the Paris office in March 2011, just after LinkedIn hit the 2 million member mark in France. Two years later, we had quadrupled our French member base and acquired 80% of CAC 40 as Corporate customers. It was time for me to relocate to London and focus on scaling the regional Marketing engine.

I now head up a team of 25 marketers across 11 countries and support LinkedIn largest business across EMEA and LATAM.

We are "whole brain" marketers ; the ones who can understand go to market strategy and the brand as well as run data-driven demand generation and customer lifecycle programs. Our KPIs include Marketing Qualified Leads, Marketing Sourced Revenue, Target Account Interest Score, Upsell influence, Brand tracker and NPS.'

2017: LinkedIn expands the 'Welcome Talent' program, which helps refugees find job opportunities through its platform, to the United States

'LinkedIn is engaged in creating job opportunities for all the members of the global workforce, irrespective of geographical origin or religion.' The latest step is the expansion to the United States of the 'Welcome Talent' program, which the company tested in Sweden in 2016, helping around 2,000 refugees find work in the country that had become their new home. On one hand, the program connected the refugees with internship opportunities in Sweden, while on the other it encouraged employers to publish opportunities for refugees on the LinkedIn site. In total, 50 companies were involved.

After the successful trial in Canada, the program has now arrived in the United States, where the company will provide funding and training to support the 30 offices of the International Rescue Committee (IRC), a non-governmental organization, across the country. The objective is to help skilled refugees find job opportunities faster because 'LinkedIn is a stronger and better company thanks to the diversity of our workforce.'



The world's largest professional network

Today LinkedIn counts 467 million members in 200 countries. Founded in 2003, it's the oldest social network: it was born a year before Facebook and three before Twitter. Acquired last year by Microsoft for \$26.2 billion, it's a platform that helps its members find work and enhance their career based on the idea that our professional network is much wider than we think. Its founder, Reid Hoffman, 49, a cognitive science graduate of Stanford University with a philosophy

M.A. from Oxford University, also founded and developed PayPal and Flickr. On the Forbes 2016 list of the world's billionaires, Hoffman was ranked 722 with a net worth of \$2.4 billion.

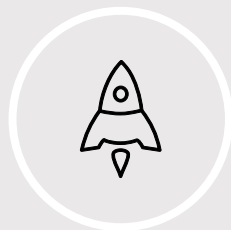
2003²

2005

2009

2013

2016



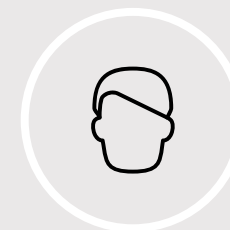
Launched LinkedIn

by Reid Hoffman, attracted investment from Sequoia capital



Revenue

– Introduced first business lines: job search and subscription



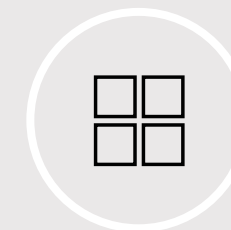
New Leadership

– Jeff Weiner joined LinkedIn as president and CEO



225 million members

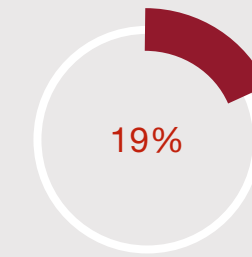
of LinkedIn, growing at 2 members per second



Microsoft acquires LinkedIn

for \$196 per share in an all-cash transaction valued at \$26.2 billion

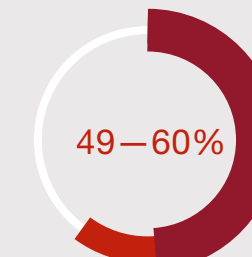
LinkedIn today growth year over year¹



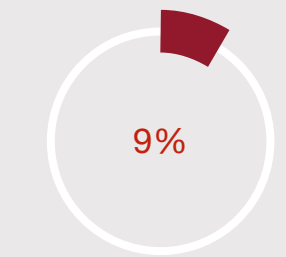
19 percent growth year over year to more than 433 million members worldwide



101 percent growth year over year to more than 7 million active job listings



49 percent growth year over year to 60 percent mobile usage



9 percent growth year over year to more than 105 million unique visiting members per month

Left: Reid Hoffman, Executive Chairman, founder of LinkedIn and venture capitalist.

Today he is part of Silicon Valley's billionaire club. Investor, entrepreneur and thinker, in one of his books, the Start-Up of You, Hoffman explains from his vantage point of view as the founder of LinkedIn: 'Everyone in a connected society should think of themselves as a start-up business. Even though only a few actually do it.'

Source:
¹ news.microsoft.com
² timeline: ourstory.linkedin.com

The next frontier for smartphones

PREFACE Smartphones have changed our use of time, money and leisure. Augmented reality and voice interaction are the next stages.

by Alberto Dalmaso

The power of mobile technology

After the large-scale arrival of smartphones on the market, mobile technology has been through several development stages.

The first phase was disruptive. It placed in our hands the simplicity of touchscreen technology for instant access to a world of new applications, combined with the revolution of unlimited Internet access away from home.

It was a phase marked by the dominance of a technology leader that dictated the rules of hardware design, which the majority of manufacturers eventually adopted. It also saw consumers around the world step up the replacement of their smartphone in a bid to remain up to date with the latest innovations.

The second phase focused on the evolution of the operating systems and on the world of apps they generated. The steady growth of the app economy,

as it was almost immediately called, has changed the way people organize their time and has shaken up several industrial sectors, which have seen a split between 'legacy operators' and 'new players.' For example, the sharing economy wouldn't have happened without any apps to support it. During this stage, the hardware – while still important – became less disruptive after the arrival of photo and video capabilities, the Retina display and LTE technology. It saw instead a constant evolution of its various functionalities through small incremental improvements.

The third phase in the evolution of mobile technology is the one that is just about to start. We already have a few elements we think will form the basis of the next smartphone revolution, but it's not yet clear what 'killer apps' will link them up.

Among the elements we are getting to know – and which have emerged as the 'new wave' in the last year – is augmented

The third phase in the evolution of mobile technology is the one that is just about to start

reality, in which all the world's largest tech players are investing. Visors that complement smartphones have already started to find a way into our homes, but their adoption is not widespread because the experience is limited to gaming. There are high expectations for flexible screens, an innovation that has been much talked about but has not yet found a reliable and functional application. Still, the time is ripe for a large-scale introduction of this type of

innovation combined with another current trend: modularity (different smartphone components that can be independently upgraded or replaced in a modular design, *Ed.*). It could significantly accelerate the 'dematerialization' of current smartphones and also define a new, integrated relationship between smartphones and the Internet of Things. All this could be combined with the next phase in voice interaction that in the near future could



Which direction will the third phase of smartphone evolution take? Some suggest it will be 'Augmented Reality,' the technology that allows the interaction between surroundings and virtual elements.

A proof of its potential is in the incredible spread of the game AR (Augmented Reality) Pokémon Go which ranked as the most downloaded app until the end of 2016, in the US APP Store. The game has recently returned to the top thanks to the release of an update and a new live event promotion.

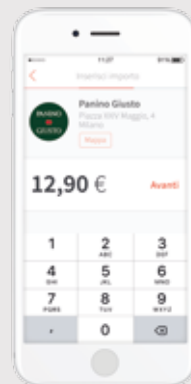
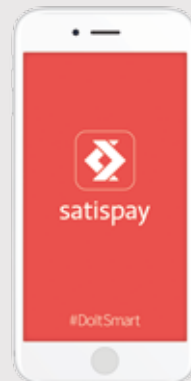
How does Satispay work?

On a practical level, we have developed a proprietary technology platform directly linked to the interbank network, creating a system that is independent of banks and operators. The platform is currently available in Italy, but it has been designed to work across Europe because it relies on SEPA transactions.

The service is free for individual customers, while businesses are not charged subscription fees or any costs for payments below €10. Purchases above that threshold attract a fixed commission of €0.20. Users need to download the app, which is available for all operating systems (Android, iOS and WP), on their smartphone and sign up for the service.

Businesses will need a smartphone, tablet or personal computer to download the Satispay Business app and start accepting payments.

In addition, Satispay can be scaled up to integrate into any point-of-sale system and all major cash-register software systems, offering solutions suitable for large retailers.



Just think: when you need to collect money, or buy a present, or split the bill after a meal with friends, technology will connect consumers and retailers across a whole range transactions

be our first interface via smartphone (but not the only one) with artificial intelligence, and vice versa.

Artificial intelligence is so called because it is able to learn. From whom? From millions of people who send and exchange billions of data every second. What teachers could more powerful, immediate, ubiquitous and personal than our smartphones? Irrespective of the shape they will take, they will continue to remain central in the evolution of our lifestyle.

The challenge that awaits app developers will involve adopting flexible and widespread interfaces for the design of new apps while at the same time keeping the current high level of innovation.

The world of apps continues to bring surprises and changes that were unimaginable until recently. One of the last few issues of Nature, for example, featured an app that can screen the skin for possible tumors. Tracking body functions and wellness represents an interesting, unlimited promise.

Let's turn money into bits

The payment sector, where Satispay operates, is another category that is generating buzz. Just think: when you need to collect money, or buy a present, or split the bill after a meal with friends, technology will connect consumers and retailers across a whole range transactions. When you want to buy a bottle of water, or a magazine, but



you have run out of cash. Satispay is the mobile payment app that helps people share money with family and friends as well as pay for their purchases.

The idea, born in 2012, aimed to address two issues. The first is a question: why do smartphones allow us to do anything, but not a simple operation like paying? The second is an observation: our lifestyle and the trend toward sharing – from rent to the five-a-side soccer field – make it necessary to frequently share money with friends and acquaintances.

We wanted to change a reality that didn't match the potential of the technological advances of the smartphones we held in our hands everyday. So we began an in-depth study of the sector and of the European directive on payments, a real opportunity that opened up the market to new technology-oriented players which didn't necessarily operate in the financial sector.

Since the beginning, businesses realized that using Satispay could open a direct, effective communication channel with their customer community. This could lead to many dialogue opportunities. We have integrated on the control panel a specific function that helps merchants define and communicate promotions via the app, allowing for their instant visualization on users' screens.

This reflects a cultural shift: as the influence of technology on daily life grows, the way consumers connect with and pay

retailers is changing. Retailers have started to understand that payment solutions are technology providers able to handle complex transactions, improving sales and profitability. At the same time, European regulators are promoting the adoption of electronic payments over cash. All these elements are pushing toward a radical transformation of the sector, whose value keeps on growing.

Today the company employs a team of around 45 people who have an ambitious objective: creating a real cultural shift in people's daily payment habits by promoting Satispay as the go-to app for daily expenses, like sharing money with friends and relatives, or buying coffee.

Our new objective for 2017, inspired by specific requests from merchants, aims to further meet real-life needs. Several retailers expect a safe, agile and quick system that can support payment plans.

At December 2016 we had over 10,000 partner merchants and 160,000 app downloads. We expect our growth to continue exponentially to reach 100,000 partner merchants by the end of this year.



Alberto Dalmasso

32 years old. B.A. in economics. CEO of Satispay S.p.A. Six years' professional experience, with a background in import-export (including six months in the U.S. and Australia) followed by three years in marketing and business development at Ersel, a private banking and asset management group. Among the authors of Financial Consulting, published by IISole24Ore on behalf of AIPB.

Passionate about design and innovation, he left Ersel in January 2013 to focus on Satispay full time.



We, Generali

A lot of time is spent at work and at Generali we know that employees who are happier and more engaged if their work provides a better experience for clients. Thus, we constantly examine the range of innovative work methods that have been encouraged by connectivity and the workspaces that these methods inspire.

Virtual workspaces, for instance, are a network of several work places connected via a private network or the Internet without regard to geographic boundaries. Employees are thus able to collaborate regardless of where they are located. Our organization in Indonesia is a good example of this.

Teleworking enables our employees to work efficiently in an offsite location, be it home or hotel or client offices. Hot desking is another form of teleworking. Rather than fixed places, employees are each day allocated a desk where they can access services such as the Internet, e-mail and computer network files. The Generali HQ in Paris has standardized workstations with motorized desks for standing or sitting and a business center for visiting colleagues.

Generali is embracing these trends by defining a new workspace concept: we are redefining the office area, its design principles and overall configuration based on the development of new connectivity tools. Our future offices, such as those in the Generali Tower in Milan, described by Ruggero Forni below, will provide the ambience for an efficient work methodology and an integrated approach.

In his article on Freedom at Work, Lorenzo Maresca finds that the workspace is not facing extinction, but is turning into a place to meet people, share experience and knowledge, work in a team, and be inspired.

Finally, Giangiacomo Olivi of DLA Piper and Valter Trevisani, Generali's Group Chief Insurance Officer take us through the opportunities that connectivity is bringing to the insurance world.

At Generali, it is people who are central to a workspace concept that maximizes human potential, performance, and productivity.

New Ways of Working

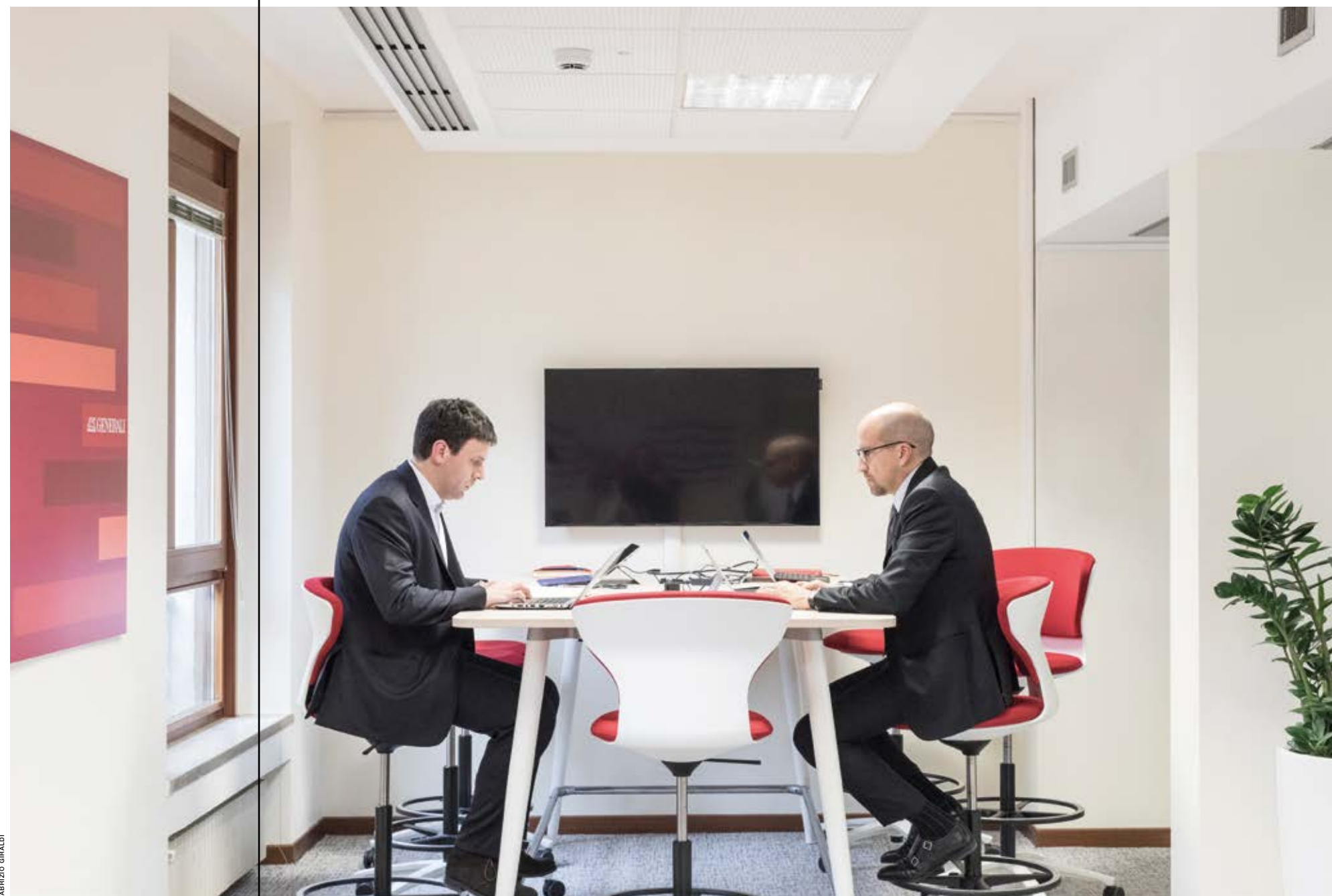
PREFACE Hyperconnectivity, new knowledge and technology innovations point to the different ways we can experience the workspace.

by **Ruggero Forni**

What workspaces will accommodate us at the Generali offices around the world and at the Generali Tower in Milan? And how are we going to work together inside a structure that is far more welcoming and innovative than that to which most of us are accustomed?

The initial answer can be found in the workplace pilot programs on the fourth floor of the historical Generali headquarters in Milan's Piazza Cordusio, on the first floor of the St. Denis office in Paris and in the new Leipzig center in Germany, where our Generali colleagues are fine-tuning the standards for New Ways of Working (NWoW).

During the last few months, the fourth floor of the Cordusio offices has been reorganized with the aim to define and test a new approach toward workspaces and technology, in tune with the best solutions selected for the layout of the Hadid Tower, which will accommodate over 2,500



FABRIZIO GIRALDI



FABRIZIO GIRALDI

Using certain basic principles, every team will be able to customize its optimal work setup



FABRIZIO GIRALDI

Milan-based Generali Group colleagues from 2018.

Physical space, technological tools, work functions and evolving modes of behavior -- particularly among the younger generations -- are defining the reality of where we work and live, and at the same time are addressing new business and personal needs.

The workspace, in particular, represents the terrain where the best solutions can be planned and tested to achieve the best goals in term of engagement, cost reduction and time management.

Talking about New Ways of Working means identifying where, when, how and

with whom to work, and which technologies to use. It means focusing both on the most visible aspects, such as the actual design (workstations, activity-specific areas, natural warm lights, furnishings and decorative elements), as well as on other less tangible, yet fundamental details that support this approach: organization, technological innovation, communication, autonomy, flexibility, engagement, time management, inclusivity.

We call it 'Ways' because it's not one-size-fits-all: using certain basic principles, every team will be able to customize an optimal work setup according to its own

From the top: Personal offices have desks conceived to accommodate small meetings

Traditional desks are equipped with computers, partition panels and telephones

Opposite page: The break room is equipped, among other things, with sound-absorbing sofas that create privacy areas for conversations or phone calls, and muffle environment noise

business and mobility demands, its need to interact and cooperate with other groups. The project envisages simplified, instant information sharing among colleagues, the creation of specific areas for the various activities carried out during the workday, the choice of the workstations best suited for each role, the versatility of the tools used to access data and information.

Time and space become more fluid thanks to innovations that enable the sharing of

documents, presentations and information through instant communication platforms that are faster than emails. An example is the popularity of Skype for Business to set up videoconferences via computer and share documents during these meetings.

Space optimization -- a need that has been universally acknowledged in the last few decades -- is a challenge that in some cases has turned out to be more beneficial than thought. Spurred by the need to contain

An example is the popularity of Skype for Business to set up videoconferences via computer and share documents during these meetings



FABRIZIO GIRALDI

The closer interaction among colleagues enables the sharing of ideas, which helps improve productivity

costs, it has proved helpful both in terms of efficiency (the closer interaction among colleagues enables the sharing of ideas) and as a means of fostering a stronger sense of belonging toward corporate identity and values.

The Activity Based Flexible Office provides areas designed for different activities:

- areas with workstations that can be reserved for specific needs (touch down, sharing and clear desk policy);
- visual and acoustical privacy areas for concentration and confidential phone calls (Quiet room, Phone Booth);
- video-enabled meeting rooms that can be used for videoconferences as well as slide presentations (Office & Meet);
- break rooms and/or kitchenettes, where it's possible to take a break or eat a meal.

As part of this workspace and technology rethink there is no shortage of furnishings like lockers for storing personal effects and recycling bins in communal or transit areas that over time will replace the wastebaskets near each desk. There are also relaxation areas and decorative elements such as panels that recall the values, history and the brand of the company, as well as plants and objects to create a pleasant environment for moving around and connecting.

Being able to work everywhere with the tools provided by the company, using flexible office spaces conceived to address timely needs, speeding up the sharing of documents and presentations, taking advantage of a break to socialize with colleagues in a purpose-designed area ... all is part of the New Ways of Working we are building.

We live in a world in constant mutation and the workplace is being transformed into a more innovative and flexible space in tune with our lifestyle and us.

Opposite page:
01 – Standing desks are provided to visitors and employees for short-term use or informal meetings

02 – Drawer units next to the desk become guest chairs: every detail has been conceived for maximum functionality

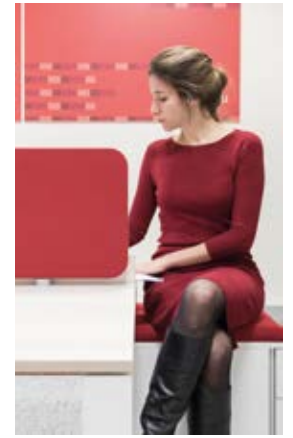
03 – Skype for Business is one of the most useful and popular tools on personal computers and large screens alike

04 - Videos panels welcome employees and visitors with different messages

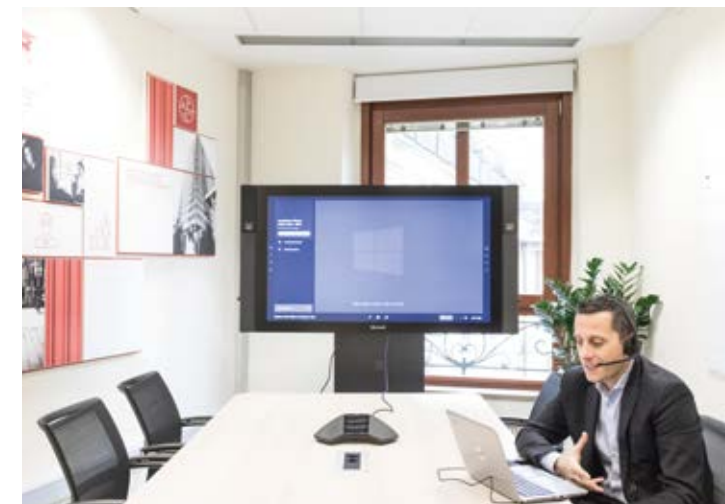
05 – Traditional desks aren't necessarily assigned and can be used by anyone



01



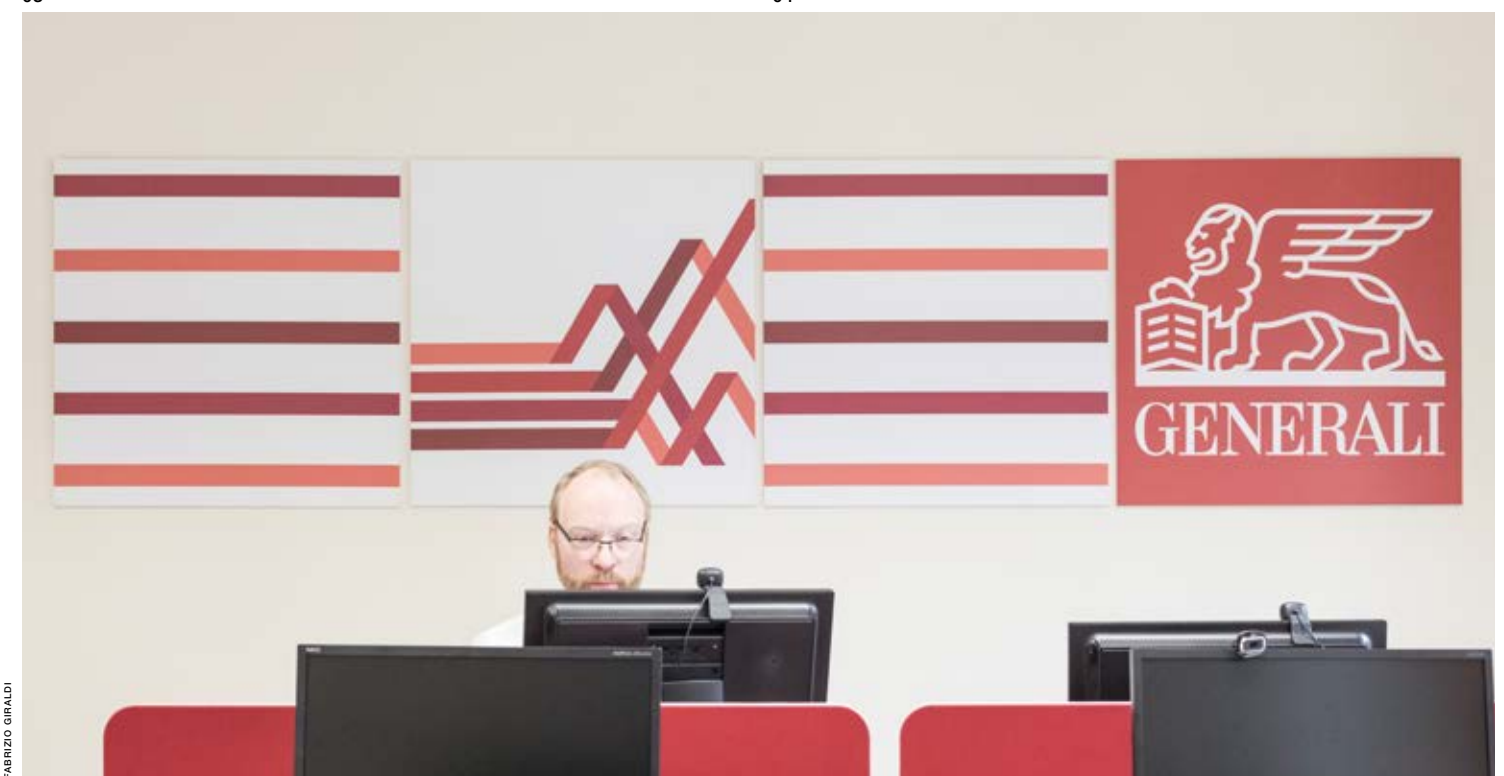
02



03



04



05

Freedom@Work —Sedus’ research into the new ways of working

by **Lorenzo Maresca**
—Country Manager, Sedus Stoll Srl

How do we create solutions for the workplace to improve people’s general wellbeing, happiness and cooperation at work?

This is the question that Sedus, Generali Group’s key partner for planning and developing workspace solutions, aimed to address with the ‘Freedom@Work’ research project, as it tried to identify and study the mechanisms of the ongoing transformation in the office world.

As part of our field research, we visited several companies known for their innovative approach in order to gather ideas and information on the

wide range of workplace scenarios and office environments. The places we assessed include the large offices of major multinational companies as well as smaller enterprises’ team workspaces. We concluded that today the office is one of the places that are most influenced by the evolution of people’s lifestyles. That’s why it has to satisfy the needs of its users when it comes to introducing the changes required by a corporate transformation process.

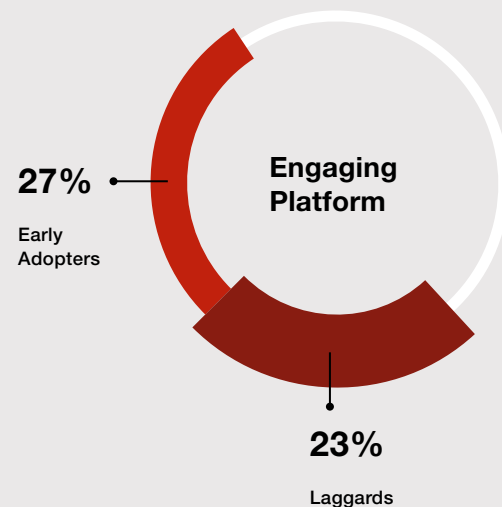
The office also needs to take into account the expectations of different generations who work together in the same environment.

Companies are increasingly prioritizing the development of a strategy that can transform the office into an ‘engaging platform’ with added services, which is flexible, able to attract new talents and play an important role in the quest for maximum performance, but at the same time keep costs down. They can be split into three groups: the ‘early adopters’ (27%), who think workplace strategy is important but not yet a priority; the laggards (23%), who think workplace strategy is necessary to achieve success; the majority (47%), who think workplace strategy is important but not yet a priority; the laggards (23%), whose plans don’t have a place for workplace strategy.

Source: www.onrec.com

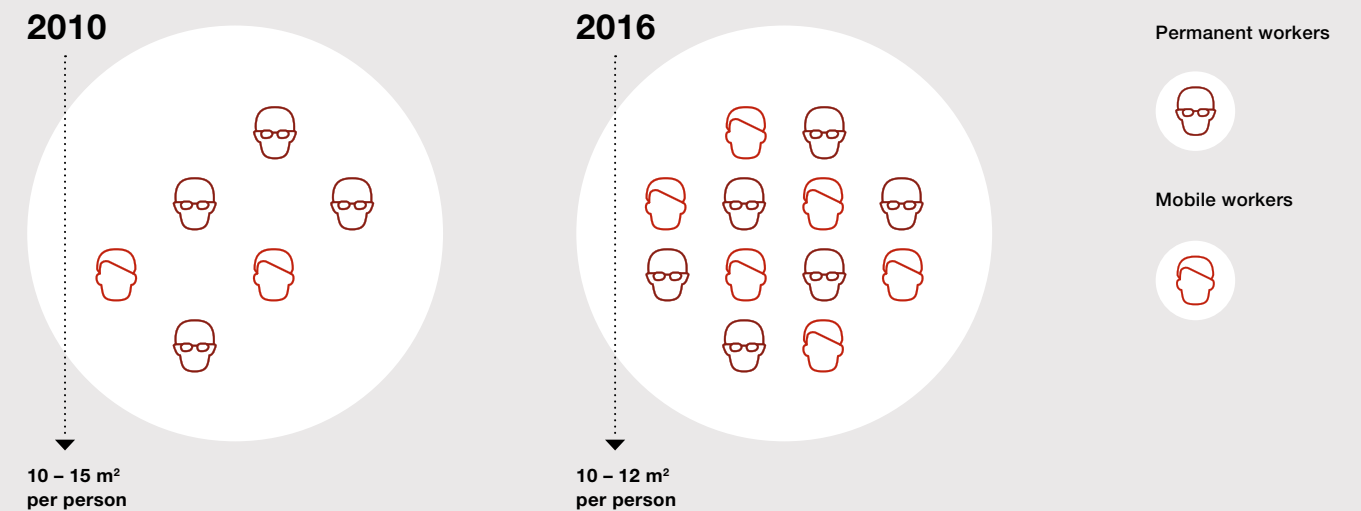


Sedus, an office furnishings specialist with eight branches in Europe and a worldwide distribution network, was founded in 1871 in Waldshut, Germany. With two production centers in Germany, Sedus is a privately owned company controlled by two non-profit foundations.



“ One of the things people did best at the office was to use flexibility to its last atom”

—Pawan Mishra



On one hand, the younger generations struggle to stay focused, remain seated for a long time and prefer digital communication to verbal exchanges. On the other hand, more experienced and more focused employees like to move around and prefer face-to-face communication if they need to speak to their colleagues.

Sedus has studied the dynamics of the changes inside companies and has responded to the evolution of the workplace with design solutions that generate wellbeing and above all spread knowledge and experience to help lead colleagues and clients toward new workplace realities.

As part of this research, we have therefore ‘distilled’ four key requirements for the workplace: *focus, communication, cooperation and contemplation.*

We can draw the conclusion that the office – or, better, the workspace – is not facing extinction, but is turning into a place to meet people, share experience and knowledge, work in a team, be inspired. The overall advantages offered by corporate life have become particularly important among the younger generations when choosing a potential employer.

Some of the benefits that can swing the choice toward a certain employer are

intangible. From an identity perspective, buildings and office layouts will take on a more important role for companies and people, who are the actors in a global, flexible and ever-changing reality.

Within this context, corporate culture is also being shaped through the creation of workspaces inspired by cultural and generational diversity, with layouts conceived for project work and for interactive, occasional communication.

The connectivity revolution and connected insurance

PREFACE Generali is ready to ride the connectivity wave and transform the insurance industry. Switching from a reactive to proactive player, we can disrupt how insurance is done.

by Valter Trevisani

—Group Chief Insurance Officer

The connectivity revolution

Everything is connected. Our lives are different. Connectivity, mobility and access to information have transformed all that we do, in many ways making our lives easier. Smartphones, tablets, cars, houses, electrical appliances, wearables, call centers, digital contracts, images, emails; all are part of the connectivity revolution.

The connectivity convenience is not without a cost. Everything we do leaves traces, and as consumers we expect that the information collected is used ethically.

This connectivity has the potential to lead to the development of personalized products and experiences, with tech giants and best in class retailers setting high standards.

Increasing connectivity, exponential data growth and demanding customer expectations make the Insurance market an area ripe for disruption. But disruption does not need to come from the outside: here in Generali we have a unique opportunity to reposition ourselves by embracing these trends. We can move from a reactive approach of claims payer to that of a proactive protector, both for well-known risks and for the emerging ones in our customers' physical and digital lives.

The Connected Insurance team

This is why we have created the Connected Insurance team, to prepare Generali to grow the business in a connected world. We want to be a transformation agent, helping our people to apply an analytics and data driven approach, to both protect our core business and to build the future.

In order to protect the core we are supporting our BUs in embedding data driven decision making culture across all the LoBs and components of the insurance value chain:

- In claims processes by applying advanced predictive modelling on augmented data brings improvements in the fraud detection rate and additional savings in P&C and Health
- In Claims supporting process streamlining with structured and

unstructured data science, to improve both efficiency and customer experience

- In Life, the In Force Management strategy is going to be supported by applying customer and policy data analytics for portfolio profiling and actions optimization
- In Retail Underwriting augmenting internal customer and policy data with external data source and applying the link analytics technique is going to support fraud and risk prevention
- In all line of business industrializing the development and use of cross/up-selling, retention models as a support to portfolio management and commercial activities
- Scout and embed external data sources (behavioral information, credit scoring, weather, etc.) to support the sophistication of UW, pricing and claims predictive modeling practices

To build the future we are reshaping the insurance value proposition focusing on the following main priorities:

- Industrialize the roll out of Car, Home and Health Connected Insurance Products
- Fully embed MyDrive behavioral profiling in Generali's telematics business exploiting the competitive advantage deriving from the acquisition
- Leverage on Progressive partnership to further sophisticate our behavioral profiling capabilities and develop a new generation of highly customized telematics products
- Stay tuned in the community of digital native innovators, build a data and analytic partner ecosystem to fuel speed of change

Connectivity, mobility and access to information have transformed all that we do, in many ways making our lives easier

Modern, hybrid customers ask for new modes of access to interact with the insurer

Connected Products across the Group

As a Group we believe that Connected Insurance products, starting from car telematics, are representing a game changer, a revolutionary element for the insurance industry and this is the reason we are in the process of developing many projects in this domain.

There's a seismic shift happening in the industry: technology is dramatically changing the rules of the game and, most importantly, our customers behaviors and expectations. In fact external estimations show that there will be 6,5 connected devices per person in 2020 – with an increasing percentage of connected homes and wearables – and 140 millions cars will have some form of connectivity.

In this scenario the real value for customers is satisfying their needs and demands with innovative solutions leveraging connectivity in a simple and smart way. In parallel it is obvious that modern, hybrid customers ask for new modes of access to interact with the insurer and are more and more independent, informed, demanding and are challenging traditional insurance approaches.

The insurer must be able to offer new insurance solutions to cover many emerging lifestyle needs leveraging on data and connected objects: in this respect the principles of connectivity, simplicity, flexibility and proactive protection are the key ingredients in delivering high quality real time-services to clients leveraging to the data available. This is used to prevent losses, extend the scope of services and raise the

frequency of interaction that customers have with their insurer. In a nutshell: from “loss and refund” to “prevent and protect” approach. Through technology and data analytics capability we can understand the behavior of our customers and therefore the risks they are posing to themselves and to the society, provide advice on how our customers could lower their risk profile by changing driving behaviors and motivate them to improve their behaviors.

From the point of view of the Insurer there are significant benefits as well, like a more accurate pricing, access to traditionally non-appealing segments of customers, an increase in customer loyalty (reductions in number of churners thanks to additional services), innovative value-added services, reduced costs through a better claims management (more accurate assessment of claims, detection and deterrence of fraud, etc.) and greater products and services differentiation.

The main keywords related to the connected insurance products development are:

- **Connectivity:** delivering a high level of service to clients taking advantage of connected object, their real time connectivity and the huge amount of information they provide
- **Simplicity:** making our customers' life easier, offering clear, simple solutions
- **Flexibility:** solutions tailored to customer needs, that are built around the client, allowing a tailored approach to shaping the offer, modifying it as time passes, and

Ogi Redzic, senior vice president for connected vehicles at the Renault-Nissan Alliance, speaks during the Nissan Motor Co. press event at the 2017 Consumer Electronics Show (CES) in Las Vegas. Nissan is betting that regulators will find it easier to approve vehicles that have all the capabilities of a self-driving car but are supervised by humans miles away.

In 2020 more than 140 million cars will be connected to the Internet.

The success of connected cars will be through data sharing in the Internet of Things (see this issue on p. 08), both with other cars (to avoid traffic and accidents) and with other devices (for example home automation). It underlines the need to understand which risks we run and how to protect our cars through Cyber Security.

choosing the right type of interaction channel and payment

- **Proactive protection:** rewards for healthy lifestyles and integration of preventive elements in the insurance solutions, creating real value for customers and providing peace of mind

As a Group we are already well positioned in this field with more than 1,3 million motor telematics policies with a leading position in Italy, we are forerunner in the connected home and we have the most innovative wellness program of today delivered by Generali Vitality.

New activities are under way in order to improve and our product offering and customer experience extending the approach to the connected home and health. An important example is our partnership with Progressive, where we aim to bring our behavioral profiling systems to the next level the sophistication. This will enable a new generation of customized car telematics solutions, rewarding good drivers and helping them to improve their safety on the road through tailor made customer feedback.



GETTY IMAGES / BLOOMBERG

The challenging opportunities of the connected insurance world

by **Furio Curri**

— Head of Group Intellectual Property, Antitrust and Labour Legal Affairs

and **Giangiaco Olivi**

— Partner DLA Piper

The insurance market is changing rapidly, driven by shifting customer expectations and technological progress. IoT and connected devices are transforming the industry, driven by telematics for motor insurance, wearable technologies and m-health apps for health insurance, and smart appliances and devices for home insurance. At the same time, customers expect to be always connected with their insurers, through new apps and tools that facilitate a smooth interaction. Within this “connected” scenario, insurance companies can process a large number of data, used to manage risks and gather insights for new products, with substantial benefits for the whole insurance value chain.

In terms of **data protection**, the greater the growth of data volume and value in the connected environment, the greater the challenges facing insurance companies. Thus good data management is paramount, not only for market differentiation, but also to avoid the substantial risks such as sanctions

ushered in under the new **European General Data Protection Regulation (GDPR)** after 25 May 2018, reaching up to 4% of global annual turnover.

But connected insurance is not only about data protection. When dealing with **connected devices and technologies**, a full assessment of devices and their marketability standards is required, to meet the harmonized EU requirements. Any equipment that uses the radio frequency spectrum must comply with the **1999 Radio and Telecommunication Terminal Equipment (R&TTE) Directive, and the Radio Equipment Directive (RED) 2014**. *The insurance company is responsible for all devices bearing insurance company trademarks, even if such devices are in fact manufactured or assembled by third parties.* And, of course, devices must also be properly installed and authorized.

In the sphere of connected insurance **ownership of intellectual property rights (IPRs)** is key, requiring careful assessment of



underlying patents and other IPRs, such as new technologies devised internally, acquired or licensed from third parties.

A review of underlying software policies and architectures must address which type or portion of open source software to avoid issues of future usage, supported by an adequate community and compliant cybersecurity. A review can include the entire process that led to the creation of a software. Other intellectual property issues may also include copyright and patents infringements and formal copyright assignments, and prior patent searches and warranties from contributing developers are invaluable risk management practices.

Use of mobile channels for communication, registration, payment of premiums and claims processing must also be assessed. Sector regulators have shown varying levels of enthusiasm, as they balance the need for dynamic insurance management processes and required regulatory controls. In Italy, the insurance sector regulator

(IVASS) actively promoted the use of digital documents and other online tools to manage client relationships. Electronic documents (including policies), increasingly executed through mobile devices will have to meet legal and regulatory requirements. A recent change to Italy’s digital signature regulation provides that any electronic signature may be equivalent to a standard written signature, but may be assessed in court on a case-by-case basis. In such cases, strong authentication can avoid the risk of a challenge to an electronic signature.

Insurance interaction with pure technology or insurtech start-ups may vary, requiring careful assessment of the role played by all involved parties, including software developers and device manufacturers, so that all parties are fully aware of the risks involved (and of their responsibility). In this new technological context, insurance companies may also implement scalable and agile strategies that can simplify business

processes. This may imply a review of contract standards, such as agile software or technology development, and other supply agreements, also with a view to avoid vendor “lock-in”.

The digital transformation and the new connected technology environment can be fully optimized through clear understanding and compliance with legal requirements and when properly addressed will allow the Insurance sector to fully reap the benefits and greater visibility of the marketplace, to deliver a smoother user experience and ensure better value for customers and shareholders alike.

BB

Business & Strategy

Generali is partnering with Microsoft to build a digital ecosystem that will lead the insurance world. Microsoft will help us reinvent our Way of Working, build the intelligent cloud and create a more personal form of computing. Together we will accelerate Generali's digital transformation with new business models, products, services, and experiences. Our operations will be optimised, our employees empowered.

Connecting via Microsoft to the broad ecosystem of developers will give us access to powerful new innovative business models and best-in-class applications and services.

Our workplace will become more mobile and collaborative, encouraging creativeness and producing new ideas. Through connectivity, processes can be designed to allow faster go-to-market models, and enable more flexible solutions.

As always, the human factor will be at the core of our development. Increased connectivity will mean that interactions with customers will become more engaging and dynamic and employees will be empowered more at individual levels.

Carlo Purassanta, CEO of Microsoft Italia, and Bruce Hodges, Generali's Group Chief Information and Digital Officer, outline the partnership and its benefits in the following articles.

Microsoft Partnership

— Interview with Carlo Purassanta

by Chiara Ronchetti

—Corporate and Business Communications,
Microsoft Italia

Alberto Branchesi

—Analytics Platform Manager, Generali

PREFACE Microsoft is committed to help every person and organization on the planet to achieve more, with the ambition of reinventing productivity, building the intelligent cloud and creating a more personal computing.

“ Technology is reshaping our world and has the potential to change everything: people, products, processes, businesses, communities”

Q1—How can connectivity drive positive social change? What are the benefits for people and companies and how is Microsoft committed to support them?

Technology is reshaping our world and has the potential to change everything: people, products, processes, businesses, communities. Pervasive connectivity and broad access to new digital services impact people's and organizations' life disrupting every aspect of our society. Mobility and cloud computing are powering this overall digital transformation, by empowering companies, governments, communities and individuals, and fuelling innovation in every corner of the planet. Data have become a new fundamental asset for value creation: from a business perspective

this means it is now possible to enrich clients' experiences with services that will dramatically change the profit-sharing equation in the value chain of every single industry; for individuals, such intelligent, personalized services will 'augment' our capabilities; for society in general this technology will help solve some of the most difficult problems on earth through unprecedented computing power and new capabilities in the sphere of Artificial Intelligence.

In this mobile-first, cloud-first context, Microsoft is committed to help every person and organization on the planet to achieve more, with the ambition of reinventing productivity, building the intelligent cloud and creating a more personal computing. Together with our partners' ecosystem we want to

improve the way people work and live and accelerate the digital transformation, disrupting industry landscapes, and being the catalyst for new business models, products, services, and experiences. An opportunity for people to express their full potential and for companies to engage customers in new ways, transform products, optimize operations and empower employees.

Q2—Quality of life is core to Generali’s business model. How can Microsoft support that aim?

Connectivity and cloud computing are enabling one of the most important transformations of our time. We must ensure that the public cloud is used for the public good, so Microsoft is investing in 100 datacenters in 40 Countries and is donating \$1 billion worth of cloud services to NGOs and university researchers working on solving big problems. The data, intelligence and analytics offered by the cloud should not be limited to wealthy societies, but used to improve the world’s health, education and environment. As a matter of fact cloud services can unlock data in ways that create new insights and lead to breakthroughs not just for science and technology,

but for the full-range of economic and social challenges. Last fall, world leaders at the UN adopted 17 sustainable development goals to tackle some of the toughest global problems by 2030, including poverty, hunger, health and education. A careful read of those goals reveals the central role that data and cloud computing must play for analysis and action. A broad effort on a global basis and a new public-private partnership model is essential to take the most of new technologies for public good. Each IT provider has a role to play and in Microsoft we want to do our part through Microsoft Philanthropies’ investments and collaborating with governments all over the world. To accelerate connectivity and public cloud for public good, it’s essential to invest in infrastructure, building skilled human capital and creating a balanced regulatory environment. We recently launched the book *Cloud for Global Good* including 78 policy recommendations and outlining a roadmap for how we can work together with governments to build a cloud that is trusted, responsible, and inclusive. Our commitment to building an intelligent, trusted, global cloud is broad, unwavering and core to our mission.

Q3—What is Microsoft’s view on the future of connectivity and which are the key challenges and opportunities?

Connectivity is the new normal and it’s boosting disruptive experiences also through the democratizing power of cloud computing. With this opportunity comes great responsibility. We must continue to be thoughtful about the research we do and the products and services we create with impact across the globe.

We will continue to adhere to the highest standards of storing and protecting data, exploring the tough ethical questions and coming up with solutions that take into account the magnitude of the issues that we are trying to solve.

We’re committed to democratizing intelligent technology and harnessing the power of a broad ecosystem of developers to create powerful new applications and experiences.

We’re committed to creating best-in-class applications and services and

Adjacent and on the following pages: exterior and interior views of Microsoft House, the headquarters of Microsoft Italy, inaugurated this year in the Porta Volta neighborhood of Milan





to hiring the best and brightest researchers and engineers to help solve some of most vexing problems.

Ultimately, we work to build cross-industry and private-public collaborations and associations, to make sure Cloud and Artificial Intelligence produce a positive outcome, leveraging the opportunities they bring but also minimizing the associated risks on security, privacy, employment, ethics. We strive for a positive overall societal impact.

Q4—Insurance is evolving fast and consumer trends are influencing our business strategies. How can connectivity help us to deliver simpler smarter and faster solutions?

With technology in the insurance industry evolving at breathtaking speed, I think there are three areas where innovation is a must:

- First of all the **interactions with customers** have to become more engaging and dynamic,
- Second, every company can create a **Digital Culture**: the workplace is becoming more mobile and collaborative, energy and creativeness have to produce new ideas, employees can be

empowered more at individual level to allow speed and

- Third, technology can dramatically transform the operating mechanisms. Processes can be designed to allow faster go-to-market models, and enable more flexible solutions, adaptable to individual needs

To succeed in the current digital world, we have to create the digital interactions and experiences that customers expect.

Cloud, big data, mobile, and social technologies can be brought together to provide the seamless, contextual experiences customers demand, regardless of channel or device. In Microsoft we believe that for insurance carriers to be successful, it's essential to be present in the lives of your customers any time, any place, across any channel or any device. Together with our partners' ecosystem, we are providing the insurance industry with solutions



to modernize core business systems, improve business insights, and enable the digital experiences customers now demand. By leveraging new technologies Generali will improve **customer acquisition and retention** for organic growth, effectively **contact and engage with customers** outside of life events, grow premium by attracting new generations of customers through social media and mobile channels, **gain greater insight** into risks and business performance. How? For example, they can gather data from sensors in cars, homes, wearables, job sites, factories and identify risks in real-time. They can use social media internally to improve collaboration and customer service. They can get a holistic view of the business, risk exposure, and customers, thanks to business intelligence and risk insight systems. On the whole, investing in innovation and more modern core business systems allows to **the improvement of IT cost ratios while better supporting new channel and product initiatives.**

Q5—How can technology help Generali to work more efficiently and how can our agents benefit from connectivity?

Nowadays employees work on nearly twice the number of teams than they did five years ago, which may be a challenge unless they have the appropriate tools at hand to enable this level of collaboration. Also, information overload is a challenge and wastes roughly 25% of workers' time. Last but not least, security threats is top of mind for everyone nowadays and can pose a huge challenge to productivity. New technologies empower employees and help them cope with these challenges. At Microsoft we are committed to support companies in maximizing opportunities while going through digital transformation and with our cloud productivity platform **Office 365** we can, for example, help people - operating in organizations of any size and industry - be more efficient and effective. Insurance is a sector where the **human factor** is strategic and empowering agents to achieve more can make the difference in securing competitive edge. In our vision four key assets are essentials to reinvent productivity in the Insurance world: **Collaboration** to improve knowledge sharing within the employees', agents' and partners' network, **Mobility** to enable agents and employees to get things done anywhere and keep easily in touch

“ Empowering agents to achieve more can make the difference in securing competitive edge”

with customer and prospects, **Intelligence** to get insights to better engage with customers and drive better business, and **Trust** to protect data, people and organization especially in a sensitive field such as Insurance.

Q6—Which are the key levers of Microsoft’s partnership with Generali and how can it enable Generali’s strategy?

Microsoft acts as a strategic business partner of companies on a Digital Transformation path and this role is even more important in a sector, such as Insurance, which is closely connected with people and life, where new technologies can make a clear difference. Microsoft’s partnership with Generali will focus on **Digital Transformation** with different

objectives: to improve the experience of Customers, Employees and Distribution Network, to gain operational efficiencies and to deliver product innovation and new business models. We are confident our joint effort – announced last November after Generali’s Investor Day – will be able to generate outstanding outcomes in terms of **Digital Workplace, Customer Centricity and Connected Insurance**: our partnership will focus on these three key assets. Aiming at turning the **Digital Workplace** into reality, together with Generali we will identify an innovative state of the art platform to allow a consistent workplace experience for all employees, using the most advanced services available for collaboration and communications: we will boost the ‘Generali New Ways of Working’,

Carlo Purassanta
—CEO, Microsoft Italia

Carlo Purassanta, 43, a degree graduate in Management Engineering from Politecnico di Milano and a Master of Business Administration from Henley Business School, is CEO of Microsoft Italy, leading the growth of the company and the country’s innovation system with the objective of supporting the digitization of businesses, public administration and private citizens. He comes from Microsoft France where, since January 2011, he served as Director of Services Division. Before joining Microsoft, he worked for fourteen years at IBM, guiding various business areas in France and Europe.

He is a board member and Chairman of Confindustria Digitale and President of the group specialising in industry platforms for SMEs. He is also a member of the Advisory Board of the Foreign Investors Committee of Confindustria and is responsible for its group work dedicated to “Research, innovation and education”. Finally he is a Board Member of Amcham - American Chamber of Commerce in Italy.

a flexible and open platform to reach operational excellence both in back office activities as in front end sales operations.

In fostering **Customer Centricity**, Microsoft’s analytical capabilities of social activities can help Generali increase engagement with customer prospects with timely, tailor-made offers. This allows Generali to build new effective and efficient communication channels that improve customer experiences, supported by innovative insurance products that can exploit Cloud and Artificial Intelligence. By creating a **Connected Insurance** business platform, Microsoft can help establish a digital ecosystem where third-party operators interact with Generali to provide value-added services to customers in the Connected Insurance area.

This is a long-term view and connectivity plays, of course, a key role to turn these ambitions into reality. Our ambition is to enable Generali to lead in the insurance market, reimagining its customer engagement, employee experience, business model and operations.



Generali's digital evolution

by Bruce Hodges

Bruce M. Hodges, Group Chief Information & Digital Officer (CIDO) has 25 years of financial services experience in insurance, banking, and investment, and sees IT innovation as a key enabler of efficient and effective operations, enhanced sales and profitability and performance turnaround.

At Generali, technology is changing. We are looking to build an environment of true connectivity that is faster, cheaper and better. This mantra (by no means an alternative to Simpler, Smarter, Faster) is the path to serving the needs of our product development and go-to-market strategies and serving employee needs. Our goal is to enable, through the technological and strategic partnership with Microsoft, the three areas of collaboration of our transformation: *Digital Workplace*, *Customer Centricity* and *Connected Insurance*.

The power of connectivity

In this context, *New Ways of Working* is our cloud-based environment. It will leverage the ubiquitous digital workspace and in the future, the global Industrial Internet of Things (IIoT) and the challenging opportunities of connected insurance. Sharing and collaboration are key to achieving results that add value to our solutions and services. Individual ownership becomes shared ownership, managed with others in virtual and real spaces, driving innovation and building on the premise of 'the whole is greater than the sum of its parts.'

Consumer experience to enterprise workstyle

As consumers, we at Generali, are already living through the sharing of experiences in social media, digital sharing of documents,

educational programs and virtual family spaces and calls. The enterprise is now part of this digital evolution. As a consequence, our behaviors are evolving the result is an unstoppable bottom-up and influence in a hybrid sphere of personal and professional.

Bottom-line benefits

New working approaches can help Generali empower employees, reduce travel costs and increase agile working. It is also a strong contributor to delivering on our sustainability commitments and reducing our carbon footprint.

Our Destination

We are headed towards a stronger digital footprint in partnership with others. This spirit of collaboration is central to our strategy to enhancing the business platform, taking Generali to a new position of strength in the Insurance sector through partnerships with innovative players like Microsoft, while retaining a strong human factor to continue with a personal and authentic service to our customers.

Success Stories

by Francesco Orsi

PREFACE Five billion digitally connected potential clients are daily searching the Internet for smarter applications.



Jochen Petin, Central Krankenversicherung AG CEO

Germany.
Claim in a Click
– App Central

Germany



We live in a world where five billion people are digitally connected every day. These digital citizens use several devices – smartphones, smart watches, tablets, personal computers – to work, connect, share experiences on social media, shop and watch videos. They also expect to be understood, recognized and catered to on a direct, individualized level. In its journey toward becoming Simpler, Smarter and Faster, Generali has focused on the changing needs and behavior of connected society and has developed smart new tools that are in tune with the lifestyle of its digitally savvy customers.

We take quick world tour through some of Generali's latest activities...

People with busy lives view the frequent, time-consuming paperwork for health insurance claims as a major chore.

At Central this unwieldy process has been completely digitized, eliminating paperwork, shortening reimbursement time and making everything more transparent. Using the app provided by Generali, customers simply take a photo of their invoices and submit them via smartphone. They can check the status of their claims and receive paperless statements – saving time, money and trees through a fully digital process. Since its launch, the app has attracted more than 30,000 users. Already more than 10% of health insurance claims are now submitted online. Based on these impressive results, Central is planning to release an Android version of the app in 2017, which is expected to double user numbers.

We are also considering additional services that could be offered through the app. What started as a photo function app has quickly developed into an important pillar of our service strategy to meet the needs of connected citizens.

Connectivity and innovative apps are bringing to Generali new customers around the world

Hungary



When life gets complicated, it's good to have someone we can rely on. In Hungary Generali use simple communication tools to make life easier for customers who are dealing with claims at stressful times. Customers can start the claim process online and receive payment right away, while being kept updated on their claims settlements by email. Additionally, phone calls are made before contacting them in writing, because we believe in direct contact.

As a global insurer, we know the way we deal with claims influences how customers perceive us. And we realize that making an effort to understand and satisfy customers' needs is the best way to encourage their loyalty.



Left:
Davide Passero,
Alleanza CEO and
General Manager

Italy,
Go Smarter,
Go Digit@llCare

Right:
Iván Ferrando, La
Caja and Generali
Americas Head of
Marketing and External
communication

Argentina.
Within Waze - Distance
to Our Agency

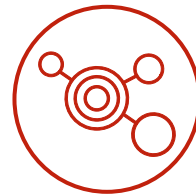
Italy



In a world where almost everything can be found online, Alleanza provides a digital customer approach.

Digit@llCare uses digital tools for customer data collection, messaging, offer presentation, contract subscription and correspondence, all via an interface that is both appealing and user-friendly for sales representatives and customers alike. Agents are equipped with a mobile device that functions as an office on the go, which helps them come up with solutions tailored for each customer. In turn, customers are able to sign digitally, pay directly with their card and receive an emailed copy of their contract – a fully paperless process. Since its launch, Digit@llCare has made our commercial activities more efficient and has improved customer satisfaction.

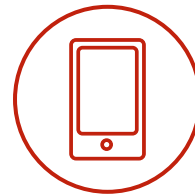
Spain



Generali Spain has launched a new digital underwriting platform that centralizes all underwriting activities including contact with customers, agents, intermediaries, as well as operations that need approval for life and non-life insurance. This innovative approach is managed through a digital tool that provides connections between underwriters and intermediaries, making the service more efficient.

Distributors now have a digital tool to monitor information on all their underwriting activities on the platform, which enables them to inform all their customers about the situation of their quotation or renewal in real time. This approach has promoted a fully digital relationship between Generali and its intermediaries.

Argentina



Mobile technology has changed the way we communicate, the way we search for information and the way we live. In a digital world where everyone has a mobile phone in their pocket, visiting a branch or phoning a call center seem very old-fashioned and inefficient ways to get in touch with an insurance company. In a move to integrate branches into customers' lives, in 2015 La Caja set up a partnership with traffic app Waze to offer customers a simpler and smarter journey by directing them to the nearest branch.

The campaign has generated traffic toward branches while increasing brand visibility and improving client satisfaction.

Hong Kong



In 2014, the Generali brand struggled to raise its profile in the Hong Kong life insurance market. To react to the situation, Generali Asia made a strategic decision to launch a project to tap into Hong Kong's fast growing high-net-worth individual market and meet the needs of this elite group by offering better premium rates to healthy customers. Generali developed 'Sigillo', a new classification based on medical underwriting and the customer's country of residence.

This application is so successful that our share of the single premium sales in the Hong Kong brokerage market jumped from virtually 0 percent to 10 percent in two years, while the high-net-worth program also outsold key competitors in this target segment. It was such a success that Generali Hong Kong shared its knowledge with the company's China and South East Asia teams to replicate the high-net-worth business strategy.

Europ Assistance



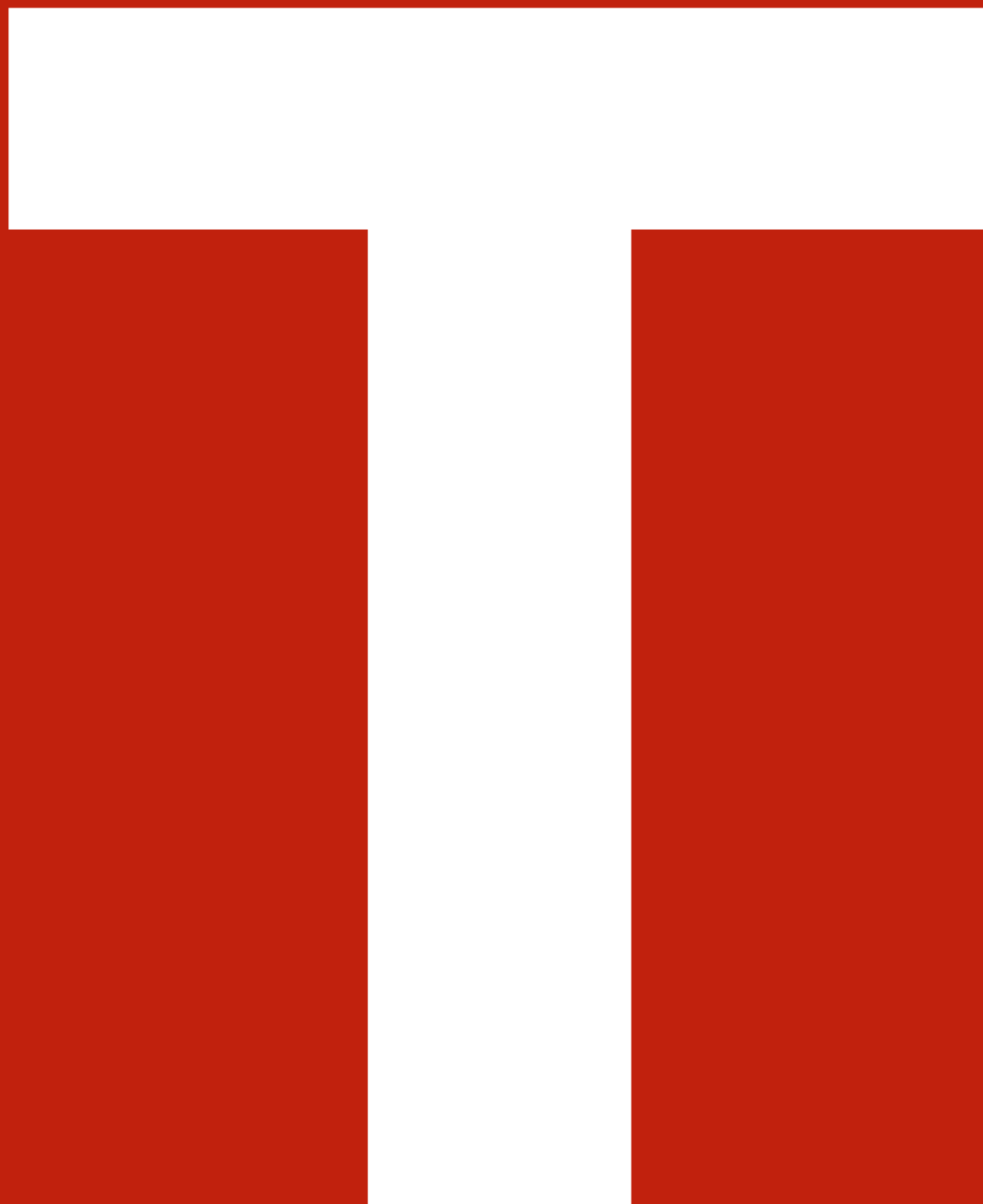
Identity protection is very important, especially in the digital world. To offer customers safety and peace of mind from threats of identity theft and fraud, Europ Assistance created a portal of services that addresses the complete life cycle of identity protection: prevention, monitoring, alerts and resolution - combined with an easy-to-use design and extreme flexibility.

Launched in 2016, Iris integrates preventive and educational tools and an identity protection service with an easy-to-use dashboard. With one login, customers can review product features for themselves and their families, activate their services online, monitor their personal information and view alerts in a secure area.

Generali Global Health



The demand for international health coverage and solutions for globally mobile people and anyone who needs comprehensive medical care abroad is constantly growing. That's why Generali developed Generali Global Health, a dedicated provider of International Private Medical Insurance (IPMI) that grants access to the best health treatments worldwide. GGH offers an upgrade from traditional health insurance with round-the-clock multilingual assistance by trained medical advisors, multi-currency billing facilities as well as a medical concierge service. The online service works on any device, everywhere.



Twist

Every day 3.8 billion people click onto the Internet using its connectivity to answer their questions, purchase something, help with homework, perform professional functions or speak with a relative on the other side of the world. But currently this connection is very much part of the developed world. In Africa and South Asia less than a third of the population have access; in Eritrea only 1%, in North Korea nobody.

Yet, even in the developed Western world there are people who consciously turn away from the connectivity of the Internet as our photo-essays that follow show. For the Anabaptist Mennonites there is no question since they shun electricity. The Amish too, although they accept some technologies, think computers and so forth are the devil's tools. In the far north, the Ittoqqortoormiit eskimos don't bother. It isn't going to effect their fishing.

But most of us think that connectivity is not only an innovation but a human need. Take coffee-houses and cafés as an example. They were so popular in Mecca in the 1500s as political meeting places that the imams closed them down. In the 1600s cafes came

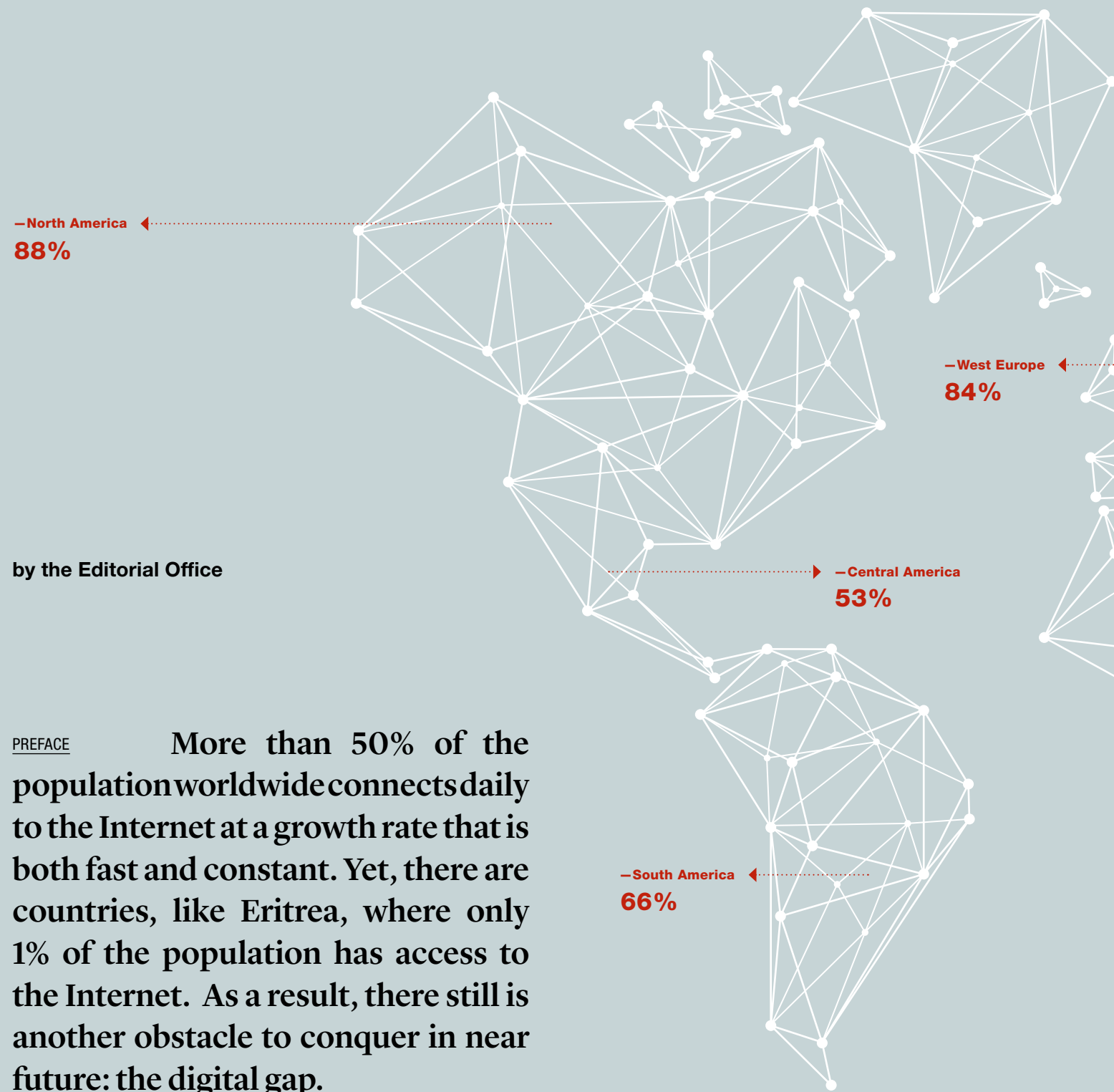
to Europe by 1650 both Oxford and London boasted coffee houses of good repute. Within 25 years every major European capital had its coffee-houses. Cafe Procope in Paris, which still exists today, was the centre of the Enlightenment movement of Voltaire, Rousseau and Diderot.

Different movements gathered in different coffee houses. Jonathan's Coffee House saw the listing of stock and commodity prices that ultimately evolved into the London Stock Exchange. Lloyd's coffee house provided the venue for merchants and shippers to discuss insurance deals, leading to the establishment of Lloyd's of London insurance market. The great auction houses of Sotheby's and Christie's also owe their origins to the coffee house.

Our final feature in the Twist section will take us on an excursion of some historic cafés stopping for photos in the much-loved Café San Marco.

by the Editorial Office

Can the Internet become truly global?



by the Editorial Office

PREFACE

More than 50% of the population worldwide connects daily to the Internet at a growth rate that is both fast and constant. Yet, there are countries, like Eritrea, where only 1% of the population has access to the Internet. As a result, there still is another obstacle to conquer in near future: the digital gap.

Internet penetration by region

Regional penetration figures, comparing internet users to total population

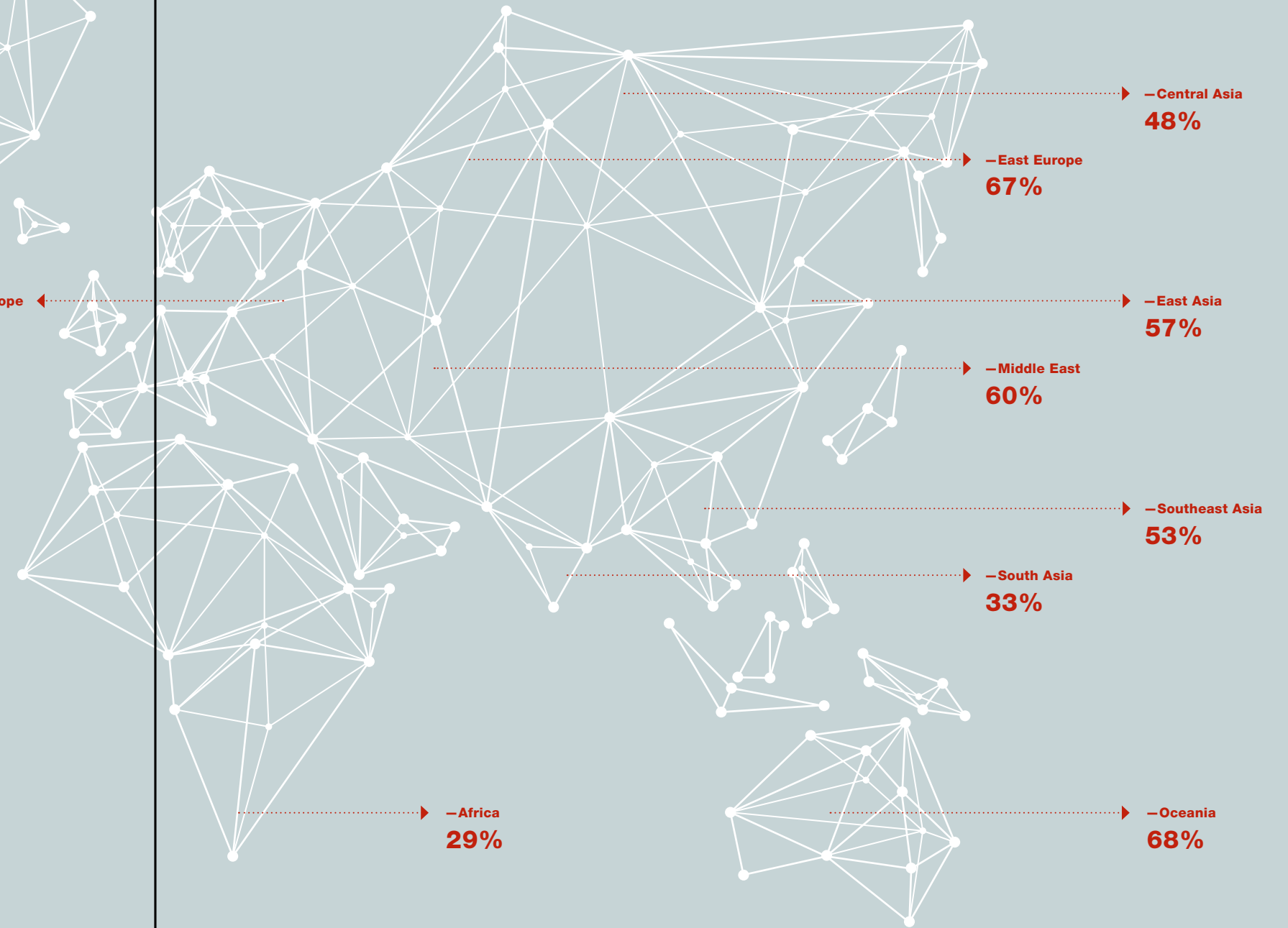


table 1

Always-on connectivity has changed our way of life. Today, more than half of the global population regularly connects to the Internet, with over 3.773 billion people online every day. This is according to the Digital In 2017 report by creative agency We Are Social in partnership with Hootsuite, the platform that helps manage several social networks at the same time. It was August 1991 when Tim Berners-Lee, at the time a CERN researcher, made the Internet accessible to everyone. Twenty-five years have since elapsed: a time span during which the Internet has become a fundamental part of our life.

According to a recent study, 2017 has been a year of extraordinary growth in Internet use at a global level: we connect more often and we do it using our smartphones. Still, if we look at the global picture provided by the report, it emerges that Internet access can vary dramatically between geographical regions: it's particularly low in South Asia and Africa,

Global digital snapshot

Key statistical indicators for the world's internet, mobile, and social media users



INTERNET USERS
3.773 bln
PENETRATION
50%



ACTIVE SOCIAL MEDIA USERS
2.789 bln
PENETRATION
37%



UNIQUE MOBILE USERS
4.917 bln
PENETRATION
66%



ACTIVE MOBILE SOCIAL USERS
2.549 bln
PENETRATION
34%

Source: wearesocial.com

table 2

Annual growth

Year-On-Year change in key statistical indicators



TOTAL POPULATION
7.476 bln
URBANISATION
54%

In some of the world's poor rural areas it is still difficult to have a regular, active access to the Internet. Bringing connectivity where it doesn't yet exist will be the goal of the future.



INTERNET USERS
+10%
since Jan 2016
+354 mln



ACTIVE SOCIAL MEDIA USERS
+21%
since Jan 2016
+462 mln



UNIQUE MOBILE USERS
+5%
since Jan 2016
+222 mln



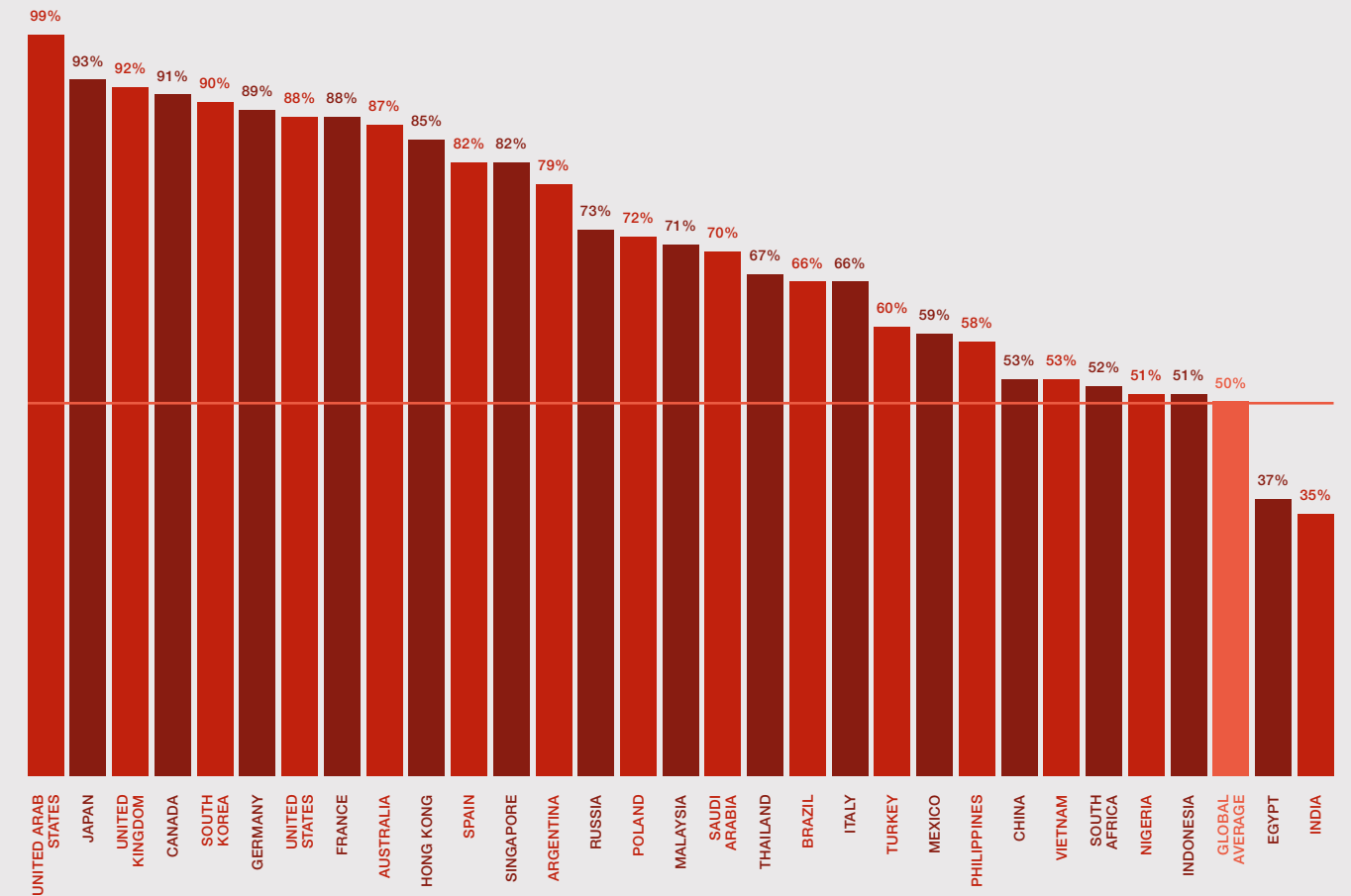
ACTIVE MOBILE SOCIAL USERS
+30%
since Jan 2016
+581 mln

Source: wearesocial.com

table 3

Internet penetration by country

National internet penetration figures



Source: wearesocial.com

table 4

where only one in three people has daily access to the Internet, with penetration rates of 33% and 29% respectively.

Indeed, the Internet is spreading at an incredible speed and is changing the way we interact. Around 37% of the global population is active on social networks. The number of unique mobile users, who represent 66% of the global population, and that of active mobile users (around 34%) on social networks have soared.

What's surprising – as shown in table 3 – is the speed of this growth. The use of Internet has grown 10% compared with 2016: active users on social

media have increased by 21%, while those active on social media via mobile have shown a rise of 30%.

If on one hand it's true that web users keep growing, there are also parts of the world with far more limited access to the net. Internet penetration rates have reached almost 100% in some countries, such as the United Arab Emirates (99%), closely followed by Iceland, Norway and Luxembourg. At the other end of the spectrum, instead, we find Chad (3%), Niger (2%) and Eritrea in bottom place (1%), with the exception of North Korea, where the Internet as we know it does not exist.

Unconnected

The connectivity in which we are currently immersed is the result of a process that is rapidly transforming our society. Technological development goes hand in hand with progress and the connected world is now commonly considered to be the result of growth, development and improvement, especially as the research in this direction is far from slowing down. But, we are never quite connected, ever present in all the places at once, never quite close to what we need. Is it that we can't grow fast enough? Absolutely not. There are those who, despite knowing the possibilities of connectivity, choose consciously to keep themselves away. Everytime and everywhere does not mean everyone.



ERIC PARKER



ERIC PARKER

The Mennonites

No electricity, no cars, no alcohol. These are just a few of the modern conveniences spurned by the Anabaptist Church communities, who shun a world they see as a bad influence with a resolute rejection of the consumer society

Today there are over one and a half million Mennonites around the world, particularly in the U.S., the coastal regions of Honduras, Paraguay, Canada, Africa and India.

The Amish

They don't think technology itself is harmful, but they reject its immoderate, uncritical use. For example, a modern wood-burning stove is an excellent choice in cost-benefit terms. But they spurn television, computers and even the telephone, although in some communities there are payphones where people can make and receive calls.

Between 1992 and 2013 the Amish population grew 120%, compared with the 23% average growth in the U.S. in the same period.



SEER IS SHARKISH



SEER IS SHARKISH

Ittoqqortoormiit

It's one of the world's northernmost settlements and, without a doubt, one of the most isolated. It lies on Greenland's

easternmost point and hosts a community of fewer than 500 inhabitants who hunt and fish for a living.

A century of connections in historic cafes

PREFACE Being connected is not just a technological opportunity, but also a need that is part of our DNA. The proof is in the fact that people sought to connect well before the arrival of Internet, by meeting in cafes.

by **Diego D'Amelio**

In 1914, when Caffè San Marco was founded in Trieste, the hyper connectivity cloud that dominates our daily lives was still unknown. The concept of space was well understood at the time, thanks to the long haul routes that merchant ships plied between the Adriatic Sea and the Levant, and the hundreds of kilometers travelled by the letters that government offices, businesses, banks and insurance companies sent to each other from the capitals of the Austrian empire. Not even the most visionary people at the time could have imagined what happened later.

At the Paris Universal Exposition in 1900, a group of French artists created several illustrations that imagined life in the year 2000: flying machines, underwater life, and automation. Although the telegraph had already become a reality, no one was able to predict a world shrunk by the global network, where an electronic tablet could connect people at the opposite ends of the planet via a video call or email. Connectivity shrinks distances and facilitates the exchange of information. It makes us reachable anytime and anywhere, opens up access to a huge flow of knowledge, creates virtual communities



A night at the opera in the year 2000, cartoon by Albert Robida, ca. 1882

where professionals who share the same interests can meet.

Space limitations to getting in touch with old friends, business deals, job searches, exchanges between intellectuals and discussions about social and political issues don't exist anymore.

Today we just need a smartphone. A century ago we just needed a cup of coffee. The comparison is quite daring: on one hand we have a global network that is accessible to an ever increasing number of people, on the other we have the restricted local networks that the elites set up in public spaces to enable them to socialize, make deals,

exchange ideas and come up with political or even revolutionary projects. During the 18th and 19th century in Europe, all this happened around a cup of coffee. 'Coffee at the coffee house is not an end, but a means,' wrote Jewish-Viennese writer and theater critic Hans Weigel. That was in 1886, but those words recall a culture that is closely intertwined with the magnificent historic cafes of the Austrian capital. We immediately think of the neon sign of Café Prückel, the elegant wood paneling of Café Landtmann, the vaulted ceilings of Café Central: the theaters of socialization that are deeply ingrained in the identity and in the rituals of Viennese bourgeoisie.



Above, from the top:
Ludwig Passini, Artists
at Caffè Greco in Rome
1856

Giovanni Boldini,
Conversations at the
Café 1877/78

Following pages:
Caffè San Marco today,
photos by Nika Furlani

The same dynamics spread to Trieste in the first half of the 19th century, when numerous cafes began to crop up in the imperial port city. They became meeting points for entrepreneurs, writers, artists, politicians and even a few impoverished aristocrats. The coffee house became the place where relationships could be fostered. Connectivity didn't exist yet, but there was a willingness to connect: a desire that was born alongside with humanity and remains the unstoppable thrust of its history.

European coffee houses became places with a strongly defined character, where the urban bourgeoisie and those who had had the privilege to travel abroad could visit and feel somewhat at home. Their décor and rituals turned them into familiar places: anyone who has sipped a cup of coffee and tasted a delicious Viennese pastry will feel perfectly at ease whether at the New York or the Gerbaud in Budapest, the Slavia in Prague, the Pedrocchi in Padua, the Café de la Paix in Paris, the Verband in Zurich or the Orient Express in Zagreb.

Tommaseo is the oldest café in continuous operation in Trieste, founded in 1830, and the meeting place for politicians and businessmen. The café was named in honor of Dalmatian writer Niccolò Tommaseo as a pointed declaration of Italianness at a time when the ideas of national unification had started to gain a foothold. Nine years later it was followed by Caffè degli Specchi, where in 1848 customers could leaf through about fifty international publications. Tergesteo opened its doors in 1863 inside a large shopping arcade that in winter provided shelter against the bora wind. In 1865 it was the turn of Stella Polare. In the middle of the century there were over 50 cafes: their number had doubled by the time San Marco opened, the most recent arrival among historic cafes, but certainly the most famous, and the favorite spot of literati and political activists since its inception.

The cafes in Trieste offered a miniaturized replica of what was happening in the main capitals of the empire, where the sobering effects of the Congress of Vienna only briefly interrupted their political and cultural ferment. In a city that for the sake of loyalty

In a city that for the sake of loyalty toward Austria had viewed with detachment the passions of the Italian Risorgimento, cafes were at first a meeting place for the emerging entrepreneurial bourgeoisie

toward Austria had viewed with detachment the passions of the Italian Risorgimento, cafes were at first a meeting place for the emerging entrepreneurial bourgeoisie, providing an alternative space to salons and aristocratic clubs. Hot drinks and pastries appealed also to Austrian officers and civil servants, intellectuals and artists. Unlike other associations, women were admitted.

Political activism, which had split café patrons into progressives and conservatives across European cities, would follow soon afterwards: the idea of Italian unification had led to the creation of a new country and had begun to appeal to Trieste's young irredentists, who hoped for the end of the Austrian empire and the unification with Italy.

Founded in 1914 by Istrian businessman Marco Lovrinovich, San Marco instantly became the meeting place for political activists during the effervescent years of the futurist and nationalist movements. Entrepreneurs and intellectuals would meet over coffee and take the opportunity to leaf through newspapers, exchange gossip and relax with a game of chess or billiards while puffing a cigar. Meanwhile, at the back, flyers against the emperor would be printed and passports faked to help Italian supporters avoid conscription into the Austrian army, cross the border and join the army of the Kingdom of Italy as volunteers.



NIKA FURLANI



NIKA FURLANI

War had begun and San Marco had become one of the many paradoxes that define Trieste: a typically Viennese café with an Art Nouveau décor founded in the year that saw the start of the conflict that would eventually dissolve European empires and turn Austria's main port into a provincial city of the Italian kingdom.

Austrian loyalists stormed the café and closed it down on March 23, 1915, after Rome declared war on Vienna. It didn't matter that it was the meeting place for cosmopolitan literati like Italo Svevo and James Joyce, who began to conceive *Ulysses* at the tables of San Marco. Several cafés where activists met regularly, like Fabris, Ferrari, Milano, Edison

and Stella Polare, were also targeted. With the exception of the latter, they don't exist anymore, forgotten like Garibaldi, Nazionale, Francese and Greco. San Marco was also the embodiment of provocation in the eyes of loyalists: the name and the décor with the lion motifs were obvious references to Venice, the sworn enemy of Austria's two-headed eagle. Authorities had frowned upon the choice of the name, but Marco Lovrinovich argued it was just a homage to his patron saint, despite the obvious green, white and red leaf decorations. Today these are painted in a burnished-gold hue that matches the austere style and the dark furnishings, which

Literati like Italo Svevo and James Joyce, who began conceiving *Ulysses* at the tables of San Marco

subdued lights lit up at night. Heavy cast-iron pedestals support the marble-topped tables.

The place has thankfully remained unchanged, with the long, carved-wood counter and a striking coffee machine, halfway between retro and steampunk.

The walls are lined with mirrors, stuccoes and medallions interspersed with frescoes depicting masks and devils. At the back of the hallway there is a piano.

The music played over the audio system today is barely audible.

Refurbished in the 1920s, the café weathered the tragic storms of the century unscathed, becoming the favorite spot of Trieste's literati. It has survived as a splendid example of historic café, a destination for locals but also tourists who want a taste of the same atmosphere found in the cafes of Vienna, Ljubljana, Prague or Budapest. During the dark days of the fascist regime and in the aftermath of the war, Italo Svevo, Umberto Saba, Virgilio Giotti, Giani Stuparich and Silvio Benco were among its regular clients. Numerous painters, such as Argio Orell, Ugo Flumiani, Guido Grimani and Vito Timmel, joined them. In particular, from the 1950s, San Marco fulfilled its role as a place that facilitated connections and exchanges among writers like Bobi Bazlen, Fulvio Tomizza, Giorgio Voghera and Stelio Mattioni, while today Claudio Magris is always sure to find a table.

The café is housed on the ground floor of a building owned by Assicurazioni Generali, which also owns the buildings of Caffè degli Specchi and Tommaseo. A few years ago the insurer responded to Magris' appeal to save it from closure after years of patchy management. Today San Marco is managed by a Triestine entrepreneur with a Greek name, just like the founders of Europe's most beautiful coffee houses and the first coffee importers, who had shipped it to Trieste from the Ottoman ports. Alexandros Delithanassis, with lively eyes and a knowing smile, has brushed away the patina of decay from the premises and has relaunched the café with a well-stocked bookshop, revamping the pastry selection and adding a restaurant service.

The years have passed, but the rituals have stayed the same: the habitual meetings



NIKA FURLANI



NIKA FURLANI

Connecting cafes

An international network of historic cafes. The owner of Caffè San Marco, Alexandros Delithanassis, has launched the idea of building a cooperation network to link up the main cafes in central Europe. In 2011 UNESCO included Viennese coffee house culture in its inventory of intangible cultural heritage. Hence the decision to propose to the city of Vienna the creation of a network open to other European cities.

As part of this project, Delithanassis has imagined a network to foster commercial and cultural cooperation among historic coffee houses through a program of itinerant concerts, productions and exhibitions that would help support and widen the reach of the best ideas and performances in contemporary Europe. The proposal also aims to promote coffee through the products of artisanal and industrial roasters, as well as culinary and wine-making traditions, which would find in the coffee house their ultimate showcase thanks to a demanding public that sees food and wine as life's fundamental pleasures.



Diego D'Amelio

A journalist and historian, he contributes to Trieste's daily newspaper, *il Piccolo* (published by Gruppo Espresso) and to Ansa news agency. He has previously contributed to Adnkronos news agency. He writes about politics, culture and society, focusing on Italy, central Europe and the Balkans.

After his postgraduate degree he worked as a researcher on the history of Italian politics and of the border areas at the Italian-German Historical Institute in Trento. He has been a lecturer at the University of Trento and has published several scientific essays that have appeared in international publications in Italian, English and German. He has been editor of *Qualestoria* magazine.

His last book, *The Defense of Italianness*, published by Il Mulino, examines the political and cultural transition of Italy's border regions during the 20th century.

over coffee, the attentive waiting staff (today with university degrees), the tables at the back for book signing events, the lawyers from the nearby tribunal who drop by to read newspapers still rigorously mounted on old-fashioned wooden sticks. They are joined by students and researchers, local politicians, gaggles of elderly ladies, office workers' meetings and what remains of a group of renowned literati, along with minor-league intellectuals.

Business meetings are not very frequent because Trieste is no longer the dynamic entrepreneurial engine that Karl Marx described as the symbol of rampant capitalism in an article published in 1857. Times change, but here coffee has remained an established ritual for socializing. Austrian writer Stefan Zweig described Viennese coffee houses as 'a sort of democratic club, open to everyone for the price of cheap coffee, where every guest can sit down and, thanks to this small offer, chat, write, play cards, receive letters and, above all, read an unlimited number of newspapers and magazines.' At San Marco they are aware of this and kindly turn a blind eye on those who stay on for hours after ordering just a cup of coffee. There is no public dressing down for 'the worst client,' as the owner of Café de Flore in Paris would call Jean Paul Sartre for his habit of spending hours at the café with just one single order.

Magris said that 'cafés are places where you can be alone and surrounded by people at the same time': today the get-together ritual continues, but there are many who sit at the table facing only their computer. It's nice to think that, in the era of connectivity, they are not really alone, but are writing to someone who is sitting at a café on the other side of the world.



NIKA FURLANI

The Platinum Bollettino

by the Editorial Office

At the 2016 MarCom Awards, the Generali corporate magazine won five Platinum Awards, the highest accolade of this prestigious competition, in the Print Media category.



FABRIZIO GIRALDI



“Future in your daily life” is the motto that guides us when we think of Generali as we set out to work on an issue of *il bollettino*.

Being a global insurance leader means having huge responsibilities toward the people and the society that surround us, starting from our employees, our first ambassadors.

It means observing and understanding daily life -- not just the present, but also what is yet to come -- because today changes are happening faster and faster, and we cannot feel at ease in the present without anticipating the future.

How will we age? What dangers are looming in the next few years? What about opportunities? How will people’s behavior evolve? What changes are in store for nature, the food that we will eat, our work, the homes we will live in, and the cars we will drive?

Which technology will help us and which one will not?

Knowing the questions and finding the answers is key to Generali’s role. That’s why in the last two years we have decided to revamp the company magazine, aiming to be the first to catch a glimpse of that future, understand it, anticipate it and explain it.

Being contemporary means looking ahead to transform our long, rich history into a launch pad toward the future, not into a burden that chains us to the past.

Since 2015 the thirteenth series of *il bollettino* has been trying to capture the

strength of the future in our daily lives, broadening its vision, enriching itself through the contributions of several colleagues, but also experts and authors outside the company, new images and a layout redesign.

And since good work yields good results, we are delighted to introduce this issue with the announcement that *il bollettino* has won five MarCom Platinum Awards in the Print Media category.

MarCom Awards are a prestigious international competition that recognizes marketing and communication excellence. Each entry – a single project for each category – is judged against the other 6,500 projects from all over the world. Only a small percentage of entries is rewarded with the Platinum Award, the top accolade, by a jury composed of members of the US Association of Marketing and Communication Professionals (AMCP).

It’s a recognition that makes us proud, but it also represents a step in our journey. The project is in constant evolution, as are our readers: you.

Il bollettino wants to be an even more insightful interpreter of the changes under way in our society and of the future that we already glimpse in our daily lives. That’s why it cannot stop evolving.

We want to share these awards with the company, which has believed in the project and invested in it, and with all the authors who have contributed to the magazine.

But, above all, we want to share them with all the readers that in the last two years have appreciated the new bollettino and are helping us improve it with their feedback. Thank you.

The Editorial Team of *il bollettino* with the five MARCOM Awards. From the left: Paola Cabas and Rubens Pauluzzo (editorial staff) Sarah Brady (editorial staff director), Simone Bemporad (editor in chief), Alessandra Gambino (Project manager)

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