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## **Growth Architectures**

Growth is a need that since forever has accompanied mankind and all the phenomena in which it appears. Growth shouldn't just be acknowledged, but also understood, analyzed and... measured. But how? Measuring growth today has become an obsession that translates into numbers, which are objective and reassuring, but not always able to indicate the real value of a phenomenon. That's the key issue: value. Growth is not just an inevitable part of human nature, but also a mechanism that can produce value. There are several phenomena in which the need for growth is evident: are we sure that they can all improve our lives? Let's learn to measure their value ahead of their size. —AK.

# Growth Architectures

The demand for growth is permanent and endless. But, looking towards the future, how much of that growth can be planned and is it possible to build growth in an efficient and sustainable manner? Can individuals and their habitats thrive in an open-source, international and sustainable way?

“ He who moves not forward, goes backward”

—Goethe

In just one week the world can change. The previous issue of *il bollettino* ‘The Place to Be’ reviewed in detail the European Project and its effect on the lives of its citizens. Now, with Brexit in mind, we are faced with a political scenario that is changing very fast. More than ever we need stability in the four pillars that make up a solid ‘growth architecture’ – economics, technology, urban living, and individual development. In 2015, the average level of wealth per adult within the European Union was \$128,506, down by 12.4% on the previous year. Will an upset world economic scenario cause it to drop further? Faced with change, we need to understand the signals and be proactive for a stable future.

In this issue of *il bollettino*, we have attempted to address these key questions in order to identify a ‘growth architecture.’ Today, individual identity takes shape within two increasingly-connected and ever-closer realities: on

the one hand, the physical environment, the home and the city where the individual lives; on the other, the digital space where social relations, exchanges and contacts are becoming progressively more important in our daily life. The relationship and connections between the real and the digital world are rapidly evolving. For this reason, we have chosen to analyze them from within by comparing two regions of our planet that are competing for global economic leadership whilst tackling the challenges of the future.

In China, wealth per adult has quadrupled since 2000, growing from \$5,670 to \$22,513 in 2015 and improving the status and wellbeing of millions of citizens. In March 2014, Beijing announced even more dramatic plans to move 100 million people from the country’s farming regions



by Simone Bemporad  
*Editor in Chief*

“ Without continual growth and progress, such words as improvement, achievement and success have no meaning”

—Benjamin Franklin

into its cities. By 2026, it hopes to move 250 million. The plan calls for nearby major cities and suburbs to merge into megacities. Against this background, ‘growth architecture’ becomes a metaphor of how geography is changing both vertically and horizontally. Megacities and skyscrapers become an element of competition among the new Asian superpowers. China has constructed 95 skyscrapers exceeding 200 meters high since 2013.

Conversely, the USA is once more called upon to take world leadership in order to steer evolution through technological architecture. Indeed, the country is showing its ability to offer extraordinary business opportunities and interpret the new lifestyles emerging from the West Coast, characterized by the unprecedented

dynamism of the Silicon Valley. The US economy continued to perform well in 2014-2015 for the seventh successive year. Average wealth is \$350,000 per adult and the country can now claim 46% of the world’s millionaires.

The ability to embrace growth and innovation will be fundamental to shaping our individual journey and dictating the evolution of the society in which we live and work. Whether we do so by incorporating agile solutions into our way of working, with the help of a personal coach, or simply by attending a yoga class or using an app, exponential growth remains the ultimate goal of any organization or individual wishing to succeed in the long term and find the perfect balance between the analog and digital dimensions.

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# Community First

Our society, and the communities which form it, is constantly transforming. Citizens are growing from both a cultural and genetic perspective into new social roles, whereas technology is shaping new digital communities and collective behaviors. Expanding cities are establishing new lifestyles and internal dynamics.

Individuals are the key to future global growth. They balance the analog and the digital, looking for a sustainable way of living and a new role in a world increasingly dominated by technology, where robotics will replace millions of workers. Today's international organizations are facing increasing globalization, rapid organizational change and tougher competition. For the past 12,000 years, our species has been adept at change: farming instead of gathering, herding instead of hunting, living in villages, towns and cities instead of roaming. Necessity and inventiveness has enabled us to alter our world.

The West Coast of the USA leads in creating new meanings through digitalization, while futuristic sci-fi applications no longer seem impossible. Current projects include

small wearable voice-activated computers connecting us to a vast database of real-time information, spurring historically high productivity rates. Meanwhile, in China, the fast pace of urbanization will create at least 1 trillion yuan in annual investment opportunities and turn the country into an architectural laboratory where the new megacities will be designed, guaranteeing satisfactory living conditions to millions of new 'citizens' while respecting the environment.

by the Editorial Office

# Ten technological years that have revolutionized our lives

by Loïc Le Meur

**PREFACE** Whatever you were doing ten years ago, you won't be doing the same thing now. Smartphones, social networking, messaging, Uber, e-commerce and e-learning, drones and streaming. Each in its turn has rocked our world.









# #WhatHasAlreadyHappened?

I am used to looking at the next ten years, so looking back ten years is an interesting exercise. So let's look at how the world is different in 2016 versus 2006 from a technology perspective.



## Smartphones

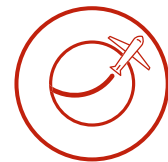
The iPhone and Android changed the world for sure. It's difficult to imagine our lives without a smartphone. I'm running my business mostly from my iPhone. We don't know how to live offline anymore. Every business has to have a great mobile presence or it cannot do business. Tomorrow those same businesses will have to answer instantly on messaging platforms, likely Facebook messenger. Search moved from desktop to almost entirely mobile. All apps and services use location.



## Social networking

Ten years ago anyone could publish information online, but not many did. They were called bloggers, now it's anyone on

Facebook, Snapchat and Twitter. Facebook has become our address book and it's become really difficult to not be on it. I have one friend left who isn't on Facebook. News spreads more through social networks than traditional media, even if they are still at the source of most news. Who could imagine in 2006 Facebook would become a company worth US\$350 billion? Social networking habits change fast and Snapchat is now challenging Facebook engaging the younger side of the population.



## Transportation and lodging

Many people I know sold their car as it's more convenient and cheaper to use Uber or Lyft than own a car. Uber has delivered two billion rides as I write this and is worth more than US\$ 70 billion. One of the most traditional businesses in the world, the taxi industry, has been disrupted worldwide. There is nothing that can stop Uber, not even government regulations, as that is the type of service and pricing people want.

Tesla surprised everyone with full electric cars with great performance and range. Tesla is now the most desired brand and enjoys a huge market share in the high end luxury car segment competing with BMW, Audi or Mercedes. All car manufacturers are late and are racing to compete with Tesla's next move: a mainstream lower cost electric car. The

first autopilot cars are on the streets. Entirely self-driving cars seem to be more and more a reality with Google's efforts.

Google Maps and Waze have changed the way we drive; remember how we were doing it ten years ago? Traveling is much easier now. Tokyo used to be impenetrable, but now with Google Maps, Translate and TripAdvisor it is really easy to spend a week in Japan without anyone's help.

The airline industry hasn't changed much in ten years; planes are just burning a little less fuel. What really changed is that most flights are now low-cost. Ten years ago, pioneers such as Jet Blue, RyanAir, EasyJet, SouthWest were challenging traditional airlines. Today all airlines have become low cost, except on long flights.

Airbnb did not exist ten years ago and it's now worth US\$ 25 billion. It is the number 1 challenger to the hotel industry and owns no hotels, as Uber owns no cars.



## Health

People are more aware of the need to be healthy. They exercise more. Smoking was much more widespread ten years ago. Today smoking is not only understood as a health disaster, it is out of fashion. Eating healthy products is much more important. Being vegetarian or vegan isn't weird anymore. The more everyone is connected and online the

more the need for disconnecting emerges. Mindfulness and meditation are becoming a phenomenon everywhere. The need to care about your mind is becoming as important as caring about your body.

I have been impressed on how cheap DNA testing and analysis has become. I am shocked and sad that in the last ten years we have not managed to find definitive treatments for AIDS and cancer.



## E-commerce

E-commerce was already big ten years ago but Amazon has become huge. On Amazon and other services there are reviews about every product and service providing an unprecedented transparency for the customers. With Amazon Prime or Instacart buying has become frictionless.



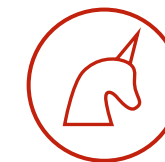
## Last minute

We are all learning to stop planning and do everything last minute. We order a car with Uber and get it instantly. We go to Barcelona without a reservation and find a great hotel at a discount with Hotel Tonight. We book a restaurant in minutes with Reserve, with a concierge helping us to find the best choice. We even date last minute with Tinder.



## The end of voice and the raise of messaging

Ten years ago our mobile phone was ringing all the time. Today we mostly use Facebook messenger to talk to friends and family. Business communication on Messenger is also growing fast. People use voice less and less, unless it's a scheduled call. Facebook Messenger is bigger than Skype. Soon all businesses will have to be easily reachable on Messenger.



## Billion dollar 'unicorns' disrupted established businesses

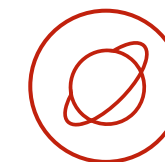
We already covered Uber and Facebook, both non-existent ten years ago and valued at US\$ 70 and 350 billion. Many billion dollar companies have been created only in a few years. Dollarshave sold for a billion dollar less than five years after it was created. There were very few young companies valued more than US\$ 1 billion ten years ago. In 2016 Fortune counted 174 unicorns<sup>1</sup>.



## Drones

Military unmanned drones have been commonly used for a while. Personal drones have become so popular that the FAA had to request each

new owner to declare them. A license could become compulsory soon. Drone applications are getting more creative and useful, like live ocean data collection (Saildrone<sup>2</sup>).



## Space

Space X successfully operates self-landing and reusable rockets. The discovery of gravitational waves and water on Mars might be opening new chapters in space research.



## Entertainment

For the millennials, it makes no sense to be in front of the TV at a certain time. It was still common ten years ago. Movies (Netflix) Music (Spotify, etc.) Gaming (Twitch, Sony, Xbox) all moved online and content is streaming. Searching for videos on YouTube is common way to learn and spend time for many instead of watching TV. 'Traditional media' such as TV, radio and newspapers are much less influential and powerful than they used to be. 'E-sports' are huge as millions of people are now playing on Twitch and professional sports clubs are launching their e-sport teams. Books have become mostly e-books.

<sup>1</sup> <http://fortune.com/unicorns/>

<sup>2</sup> <http://saildrone.com/>



“ Who could imagine in 2006 Facebook would become a company worth \$350 billion?”

<sup>3</sup> <https://github.com/>  
<sup>4</sup> <http://www.samasource.org/>



**Personal brands**

Everyone is a brand manager. It is very easy to advertise your own work if you are an artist, designer, developer... It also costs nothing. Many people have built a business around their own brand, such as Tim Ferris or Gary Vaynerchuk.



**Funding**

Crowdsourcing and crowdfunding (Kickstarter, Indiegogo, Patreon) for projects, products or even people have become hugely common. Artists such as Amanda Palmer finance their creations mostly from dedicated patrons who pre-pay anything she creates on Patreon. It has never been as easy as today to fund ideas.



**Work**

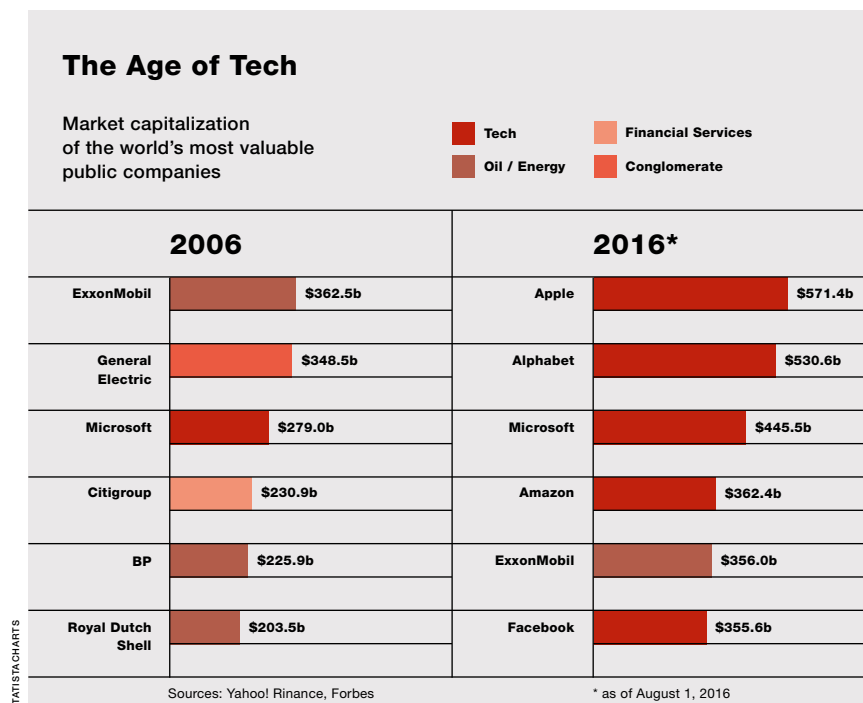
Remote working is huge compare to ten years ago. There are more and more freelancers on the market. Online collaboration is huge, for example the software GitHub<sup>3</sup> lets developers worldwide share their work and learn together. It is really easy to learn any job.



**Education and learning**

Two billion people can teach or learn online almost anything anytime anywhere. Lifelong learning for fun and joy with or without certification or degrees is available at any age and stage of life, anywhere. Learning to code has become one of the most important skills. English is the TCP/IP of the world.

Poverty has decreased dramatically in ten years with easier access to education and jobs. Organizations such as Samasource<sup>4</sup> create thousands of jobs in the poorest regions. Even in the slums young people can learn to use computers and get a job online. It changes their lives.



# #WhatHasNotYetHappened?

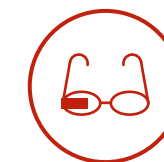


**The sharing economy**

Many start-ups failed or stayed small. Airbnb is really privately renting your place, not sharing. Peer-to-peer lending did not take off as expected. There are exceptions like Blablacar.

expecting a much wider adoption. Most wearable devices acquired are quickly abandoned by their users. Connected objects are still pretty rare, although some exceptions such as the Ring connected door bell have been very successful.

Newton, eventually re-launched right as the iPhone. I would bet something like Google Glass will be successful in the next ten years.



**Google Glass**

Ultimately augmented reality will become mainstream. Google Glass was too intrusive and clunky. It felt like the Apple



**3D Printing**

It is mostly a b2b manufacturing thing, not mainstream. It was announced as a consumer phenomenon letting us think that everyone would buy a 3D printer at home. It did not happen.



**The “Silicon Valley of...”  
—add your city here**

Silicon Valley is still and remains the most innovative place in the world. It's not by chance that Facebook, Uber, Airbnb are all based between Palo Alto and San Francisco.



**Internet of Things and wearables**

The buzz around the Internet of Things and wearable devices has been so huge I was

“ It's not by chance that Facebook, Uber, Airbnb are all based between Palo Alto and San Francisco”



# #WhatCouldHappen?

## The trends for the next ten years

Predictions are always difficult to make but the recent launch of Pokémon GO shows the potential of augmented reality which I would bet will become mainstream. VR is another huge trend and the acquisition of Oculus by Facebook, for example, validates how big it can become. Artificial intelligence and bots are also incredibly hot spaces in Silicon Valley these days. I am watching Blockchain without being totally convinced for now. Health should be one of the most

innovative spaces. The recent progress in human reproduction allowing lower cost egg freezing for example is very exciting and might make it mainstream. Facebook already finances egg freezing for their female workers. Difficult to list all the domains I am excited about as there are many, but another huge trend to watch is social impact in business.

## 84 Wild West Tech

project by  
Laura Morton

Tales of enormous fortunes born out of the technology industry have brought a new gold rush that has gripped San Francisco and the Silicon Valley. Many young dreamers are flocking to the area with the hope of launching a successful start-up or striking it rich by joining the right company at the right time. These individuals work long hours to build their companies.



PHOTO: LAURA MORTON

## Glossary

### Unicorns

Unicorns are technology start-ups valued at US\$1 billion or more. Among the best known are Uber, Airbnb and Snapchat. Many are headquartered between San Francisco and Palo Alto in California, but the number of Chinese unicorns is also on the rise, such as Xiaomi and Didi Kuaidi, based in Beijing.

### Millennials

Also known as Generation Y, Next or Net, they are the demographic cohort born between the early Eighties and the start of the new millennium, in the midst of the great cultural transformation brought about by the Internet. By definition, they are able to rapidly adjust to a world that is changing at an equally fast pace.

### Internet of Things (IoT)

Internet of Things refers to the embedding of the Internet to physical items and places, creating devices that talk and interact with us via the web. The best example is smart refrigerators, alerting users when they run out of milk. Their applications are multiple, including residential energy efficiency.

### Airbnb

Established in 2008, Airbnb is a popular website putting in touch travelers with homeowners renting their properties. It applies a 6-12% fee on the amount agreed between lessors and lessees, and 3% from homeowners. To date it is used by 11 million travelers worldwide and accounts for 600,000 properties in over 34,000 cities based in 192 countries. The principle is simple: if you have a space to rent, you can offer it online to travelers. Its three creators and friends Joe Gebbia, Brian Chesky and Nathan Blecharczyk started out renting their San Francisco flat in 2007 and are now billionaires. Airbnb has sparked protests among hotel owners who accuse the platform of unfair competition in various parts of the world.

### Sharing Economy

Another straightforward concept: if you own something you could offer to somebody who needs it, you can do so online. Much of what we possess often remains unused and the web allows us to share it with strangers thanks to a relation of trust based on our digital reputation.

### App

Users can download mobile device applications from the respective marketplaces and add new functionalities to their smartphones.

### Uber

Uber is a private car transport service which connects drivers and passengers via a simple mobile app, allowing users to book a ride and monitoring the location of the car in real time. As a matter of fact it represents a cheaper alternative to taxis, which can be booked via smartphone and paid by credit card. Founded in 2009 in San Francisco, today the Californian giant operates in many cities and has sparked several protests by taxi drivers worldwide.



Loïc Le Meur

French serial entrepreneur Loïc Le Meur, 44, is mostly known as the inventor of LeWeb in 2004, considered the largest European event focusing on the Internet. He has invested in over 50 start-ups and boasts a long series of success. A Business Angel for LinkedIn, Evernote and Lending Club, he moved his company's head office from Paris to San Francisco in 2006. He was named one of 'Europe's Tech25' by the Wall Street Journal, while Business Week added him to its '25 Most Influential People on the Web' list. He practices kite surfing and paragliding.



# Growing up in Beijing

## — Interview with Ma Yansong

by Marco Zuttioni

**PREFACE** At 41, Ma Yansong is one of China's most internationally celebrated architects. He has worked with some of the world's best from Zaha Hadid to Peter Eisenman. Inspired by nature, his free-form futuristic designs combine elements from the East and the West.

“ I believe that problems often create new opportunities”

**Q1—After some prestigious international experiences with Zaha Hadid and Peter Eisenman, in 2004 you decided to open Mad Architects, your own architecture firm, in Beijing. In those years, China was embarking on a powerful economic and urban development, also thanks to the Olympics and the Expo. Was it a fortunate decision or were you expecting such rapid growth?**

Ever since university, I had always wanted to run my own practice. After spending a short period in the US and working for Zaha Hadid in the UK, I had the chance to go back to China in 2004 to work on a competition. Upon returning to Beijing, where I was born and raised, I had the chance to witness many concerns and problems in the city's development from a

outsider perspective. I found myself living in a profoundly different Beijing, radically transformed by a phase of rapid urban development boom.

That's when I realized that I was in the right place at the right time and that, if I had the chance, I could give my own contribution and could do better than what had been done. I believe that problems often create new opportunities.

At that time, Beijing and China were our focus as the historical context and circumstances offered us great career and growth opportunities.

**Q2—You were born, lived and worked in one of the world's megacities. How has Beijing influenced your work and your vision of architecture?**



Harbin Opera House  
— Harbin, China  
2010-2015





Beijing is where I grew up and have spent most of my youth, and my one and only urban reference.

I used to live in a courtyard house and visit the urban lakes, the Coal Hill (Jingshan Park) in the north of the Forbidden City. When I left China I was able to fully appreciate their uniqueness. In Beijing, the city and nature coexist in an unparalleled combination which is unique and impressive.

The lakes, the low hills in the center, the pagodas and the temples blend into a single natural and artificial entity that is very different from Western cities. In Berlin and

New York, for instance, nature occupies a significant place, but the separation between green and urban spaces is often very neat. A typical example is Central Park in New York, with nature on one side and the city on the other.

Beijing and other Chinese cities show the cultural differences among different realities. In the East, the individual is seen as part of nature and the same applies to cities, being human centered. After visiting many countries I realized how Beijing had influenced my vision of architecture, and how nature has unconsciously become a central feature of my

Right:  
Ordos Museum  
—Ordos, China  
2011

Next page:  
Absolute Towers  
— Mississauga, Canada  
2012



PHOTO: TOM ARBAN

“ Beijing and other Chinese cities show the cultural differences among different realities. In the East, the individual is seen as part of nature and the same applies to cities, being human centered”

inspiration made of organic and living elements.

**Q3—Following the architecture boom in the early 2000s, how is the real estate market developing? Who are the new Chinese clients and what do they ask for?**

In the early 2000s, Chinese developers had just started out and, compared to their Western counterparts, they mostly focused on speed rather than quality. As market expectations increased and customers became more demanding, quality improved too. Many developers decided to stick to

current trends, focusing for example on luxury housing or energy and technology performance. Only few of them chose to create recognizable and individual buildings and to invest in the cultural elements that surround every architecture project. China's middle class is expanding considerably and is becoming harder to please. Instead of focusing on new goods to purchase, it has now understood that, to make a quality leap, it will need to recognize and integrate the concepts of cultural and traditional identity and values in many domains, including property and architecture.



Huangshan —  
Mountain Village, China  
Under construction



Today the average Chinese citizens have become more aware of their identity and their place in society. They now know that a house is not just a mere item to belong, but something with a cultural, social and identity meaning of its own.

**Q4—The Chaoyang Park Plaza project in Beijing is an attempt to respond to the new context and changes of the Chinese society. From an architectural perspective, what strategies do you adopt to interpret the new forms of living?**

The Chaoyang Park Plaza complex stands opposite the park of the same name. Usually the high value of a similar development comes from its location and architecture, pushed by estate development, is the key protagonist. In other similar cases, such as Central Park, we observe a neat separation between the artificial and the natural. On the contrary, what we wanted to achieve was a vista that would blend in with the landscape and become part of the park, like a tree or a mountain. We adopted a natural and living approach characterized by flowing

City. It is the prototype turned reality. The concept of Shanshui City draws inspiration from the traditional city, where architecture and nature are planned in harmony as an entity. We start from the assumption that in such shanshui city, most of the urban planning was artificial and influenced by human action, that individuals interact with nature and transform it, not only by building new constructions but also altering the very same landscape. In light of this, architecture cannot be made of isolated structures but needs to blend with the surrounding landscape. It needs to be something that arouses human's longing for the nature, and at the same time responds to the contexts, cultural, social, urban, environmental contexts.

lines, where the lower buildings are protected by the towers and alternate with green courts, creating a smaller and more intimate scale, a more human dimension.

**Q5—Your project for Shanshui City combines density, artificiality, green spaces and sustainability, creating a very interesting outcome. How relevant is the duality between city and nature in contemporary China?**

Chaoyang Park Plaza is an essential part of the philosophy of Shanshui

**Q6—You are currently working on many projects in Europe, including some residential buildings in Paris and Rome and the Lucas Museum in the US. How has the 'Chinese' architectural approach influenced these new projects?**

Our work methodology, taken from Shanshui City and currently being developed, can be applied to other contexts too. In general I believe modernism is in the end of its era, which means architecture that worship power and capital should consider their next step. Our way

Nanjing Zendai  
Himalayas Center  
—Nanjing, China  
Under construction



forward is centered on nature and the individual at its heart, far from the technological advancements of green architecture, the use of sustainability just for the sake of it, and latest trends. This new approach sees architecture and landscape as the same thing. It addresses global issues in a non-conventional emotional and perceptual way compared to the modernist and post-modern strategies based on functionalism, mechanical automation or the repetition of standards.

The clients who commissioned Chaoyang Plaza embraced the concept behind Shanshui City. Not only did they launch the realization of

this prototype, but also understood and welcomed its philosophy. And they went as far as buying advertising space at Times Square in New York to introduce the design philosophy and tell the story behind it. This represents a paradigm shift which sees the individual resuming his central role in building and urban development, and new values being applied to very ancient issues.

In other projects abroad, we study the urban context trying to understand the dynamics that shaped it, so as to apply our principles to different areas and environments. Working abroad is challenging. Indeed, operating and testing our

ideas on different grounds requires us to take into account a series of cultural rather than business factors.

**Q7—What will be the three keywords for the future of contemporary architecture and urban development in China?**

Once again I will use only two words, which relate not only to China but to the global context at large. The world should focus on the individual, intended as humankind, and nature.

In my book *Shanshui City*, I argue that traditional cities were strongly characterized by monarchical and

religious power, whereas modern cities are dominated by politics and capital. For the future, I hope that the central themes will be the individual and nature: we have wasted enough time and resources building unpleasant cities. It is now time to put emotions, perception and the quality of life at the heart of what we do.

These are the themes we shall work on in the nearest future.

**Ma Yansong**  
— Founder & Principal Partner,  
MAD Architects

Beijing-born architect Ma Yansong is recognized as an important voice in the new generation of architects. As the founder and principal partner of MAD Architects, Ma leads design across various scales. In 2014, Ma was selected as the principal designer for the Lucas Museum of Narrative Art in Chicago, becoming the first Chinese architect to design an overseas culture landmark. He has received several awards and recognitions, including the Young Global Leaders (YGL) nomination by the World Economic Forum in 2014 and a RIBA Fellowship in 2010. He graduated from the Beijing Institute of Civil Engineering and Architecture and holds a Master's Degree in Architecture from Yale University.

**Marco Zuttioni**

Architect Marco Zuttioni has worked between Italy and China for Mad Architects alongside Ma Yansong and Archea Associati. In 2010 he founded Modourbano Architettura.<sup>1</sup>

<sup>1</sup> [www.modourbano.it](http://www.modourbano.it)



# Co-existing with robotics

by Denise Pirrotti Hummel

## PREFACE Why inclusive leadership will be the key to keeping humans at the core of innovation.

In this new age of technological co-existence, as individuals and as leaders, we have a new social role

### Global Growth: the intersection of humans and robotics

At the core of global growth is the intersection of humans (subject to the limitations of our physical body and mind) and robotics (subject to the limitations of technology). As humans, we are both in awe of the potential of technology replacing what we have traditionally considered to be our unique cerebral territory, and fearful that we may be replaced by robotic capacity that is not subject to emotional or psychological impediments and may well be superior in both depth and agility to our mortal brain.

While it is tempting to convince ourselves that our role in society is stable because we are the ones that program computers, not the other way around, the likelihood that artificial intelligence will outpace our human thought-process is real. Thus we must be constantly in a position to ask ourselves, what are our unique talents as 'non-machines'? How can we successfully co-exist with our robotic colleagues in such a way that we grow and learn from each other, rather than

compete to our detriment? And how do we avoid succumbing to a sense of foreboding in the workplace, rather than excitement and motivation to reach higher intellectual and innovative ground? In short, how do we, in the course of our lives, build and re-build ourselves, as we are building the robotics that are intended to aid us to reach our full potential on this earth?

### Human 'maintenance'

At least momentarily, it is fair to say that an important differentiation we have from our robotic friends is that in order for us to reach maximum productivity, we must be 'maintained' in a unique way. That is, unlike robots, who require a power source and competent programming, as humans, in addition to making sure that we have enough nutrition, water, exercise and safe habitat, we must provide the right circumstances for diverse ideation to flow. Simply put – humans who are not empowered and enabled to express their ideas for growth cannot simply be programmed to think faster or more

creatively. We, alone, are at the center of preserving our body, mind, and spirit, and our leaders and organizations can either support us in a way that promotes that growth or inhibits it.

One might argue that in this new age of technological co-existence, that as individuals and as leaders, we have a new social role. In years past, pre-robotics, an individual's success in the workplace was defined by getting things done with excellence and in a timely manner and leadership was defined by an ability to set direction and to keep teams in line with the deadlines and excellence associated with the task at hand. Instead, we are now compelled to ask ourselves whether we are nurturing and protecting our innovative mortal brains and creating an environment of collaborative thought, enabling and empowering our team members to create at their highest capability. If not, what we must do differently in order to nurture and support

the conditions of innovative thought and execution.

### The right conditions for innovation by humans

My work-life experience has spanned the spectrum from solopreneur to 'Big 4' consulting firm. I have built a global consulting firm from the ground up with no working capital, and I have conversely built a consulting division with an unlimited budget and a team of 40 PhDs who extracted the methodology I was building from my brain, as if there were electrodes attached to my temples which were simultaneously downloading to a computer by USB port. Both endeavors were equally successful and in both cases I, like many others, worked from my home, where my days could have been defined by alienation or empowerment – by connectivity or isolation – depending on two factors:

1. A balanced approach to productivity at the individual level; and
2. Whether my organizational leaders have an inclusive leadership style that supports diverse ideation

### Individual productivity in the age of technology and virtuality

Unlike our robotic colleagues, we humans are not monolithic. At the individual level, we must discipline ourselves to nurture our body, mind and soul, just as engineers maintain the hardware and software of the technology upon which we depend. I have found that there are three components to my life that I need in order for my brain to cooperate by giving me fresh ideas and the motivation to enact those ideas: connection, body renewal and care, and a regular spiritual or creative outlet. I have created a list of activities in each of these categories that span from 5 minutes to hours,



01



04



02



03

Robotics-applied artificial intelligence has inspired individuals for many decades, leading to the creation of some renowned films and characters

01 – One of the first and most famous is HAL 9000, the smart computer featuring in 2001: A Space Odyssey, the Stanley Kubrick masterpiece from 1968

02 – A more recent example (2001) is David, the childlike android from A.I. Artificial Intelligence by Steven Spielberg

03 – Sonny is the smart robot appearing in I, Robot, a 2004 movie taken from the book of the same name by Isaac Asimov

04 – Last but not least, two of the most beloved smart robots of all times: C-3PO and R2-D2 from the Star Wars saga (1977)

depending on my time limitations or energy level that day. Connection, for example, takes substantial time if it includes travelling to see someone or attending a social engagement, but it can also be as simple as going to a coffee shop down the street and hanging out with or observing the locals, calling a friend, planning a social activity, checking the news,

or reaching out to someone on Facebook or LinkedIn who you haven't connected with for a while. The same holds true for body renewal. For some that could be an hour nap or a 2 hour work-out, but it can also include sipping a green juice spiked with ginger and turmeric, a ten minute stretch in a corner of the room or a 20 minute power nap.

Nurturing your spiritual or creative self also has the illusion of being time-consuming, but could include a 5 minute entry in a gratitude journal, 10 minutes of deep breathing or meditation, or 15 minutes of playing an instrument.

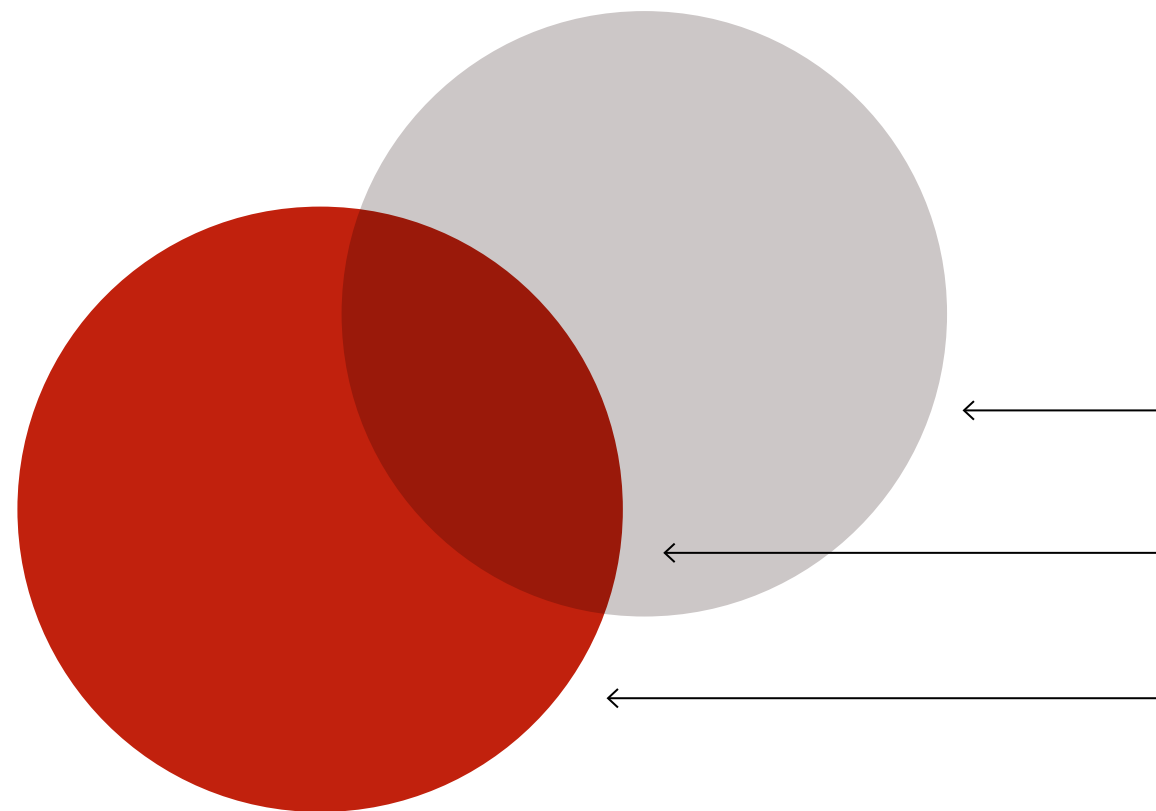
I keep my '5 minute list' for each category for accountability purposes, because at the end of the day, if I haven't done at least one 5 minute item from each category, that adds up to me looking in the mirror and saying, 'You are not worth 15 minutes' and that's not a message I'm willing to tell myself. It's a great discipline tool and when I do it, the results always lead to a more productive day and accelerated 'ideation.' In short, I think at

a higher, more efficient, and more innovative level than I do when I simply power through the day in the name of 'getting things done.' Perhaps that's the equivalent of our robotics colleagues running a virus check or oiling their proverbial (or literal) mechanical arms or getting a software update. Not sure, but for me, it definitely keeps me ahead of the curve.

**Team productivity in the age of technology and virtuality**

The second influence on human innovation is the extent to which our organizational leaders operate at the level of 'inclusive leadership' rather than an autocratic style. While there are many definitions of inclusive leadership, I'll share mine. For me, in order to stimulate the growth of an organization and its employees, a leader must be receptive, reflective and revitalizing – the '3Rs of inclusive leadership.' Indeed, organizations may benefit from a receptive leader as teams become more engaged and the ideation process on

**To stimulate the growth of an organization and its employees, a leader must be receptive, reflective and revitalizing – the '3Rs of inclusive leadership'**



**How can this be achieved?**

Stay Ahead by marrying business goals with inclusive behavior

**The 3 "Rs" of Inclusive Leadership™**

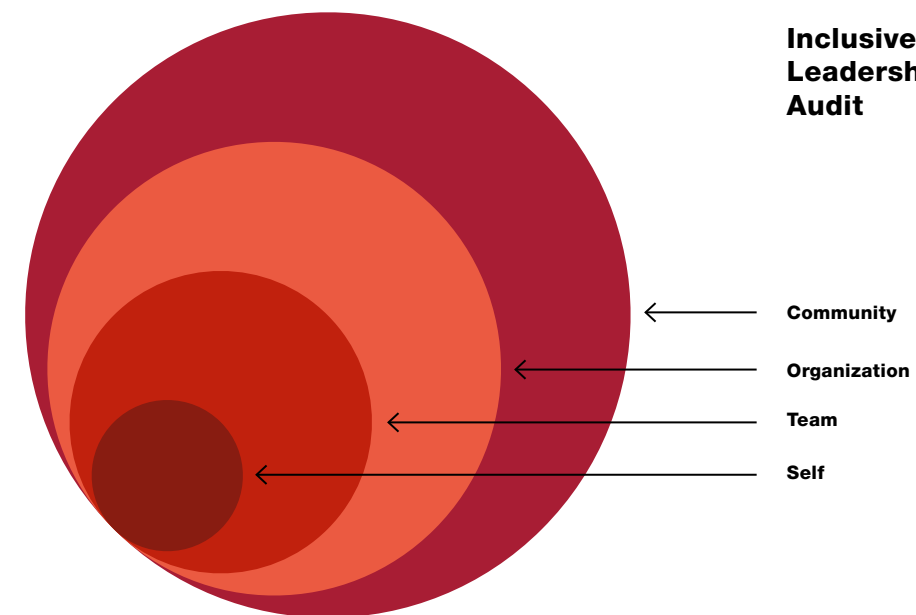
- Receptive
- Reflective
- Revitalizing

**Organizational Shift**

- Trust
- Empathy
- Engagement
- Ideation

**Business Goals**

- Profit
- Teaming
- Top Talent
- Strategic Excellence
- Innovation



**Inclusive Leadership Audit**

- ← Community
- ← Organization
- ← Team
- ← Self

critical business challenges is stimulated. In addition, reflective leadership takes into account the biases that may impact decisions, promoting talent retention and advancement of diverse resources. Finally, a revitalizing leader will help teams to ideate, achieve, and contribute thought-leadership at every level of the organization, amplifying their sense of empowerment.

**What does the future hold?**

We do not need a crystal ball to know that the introduction and augmentation of the use of robotics will force us to move to higher ground, intellectually and creatively, in order to stay relevant. If we maintain our 'whole' selves and surround ourselves with leaders who are committed to hearing thought-leadership from all of us, we have the most resounding possibility of maintaining our role as the programmers, rather than the programmed.

**If I haven't done at least one 5 minute item from each category, that adds up to me looking in the mirror and saying, 'You are not worth 15 minutes' and that's not a message I'm willing to tell myself**



**Denise Pirrotti Hummel**

Denise Pirrotti Hummel is a strategic senior executive generating enhanced revenues, organizational effectiveness and corporate equity for international and Fortune 100 enterprises. Her main focus is inclusive leadership and its connection with accelerated innovation, employee engagement and effective teaming. She started her career as an attorney working with two private law firms and as a Law Clerk in the U.S. House of Representatives. She has consulted for the Pentagon and designed leadership programs for organizations and government delegations in over 25 countries. Denise has actively participated in several not-for-profit boards and is a prolific writer, contributing articles to various publications and company websites. She has made numerous presentations at high-profile events and has authored two books.





## We, Generali

In 2015, Generali's investment in human capital was € 76 million. The Company considers internal learning to be one of the most important sources of competitive advantage, and believes collaboration is the single greatest contributor to innovation. People who invent and innovate must have the freedom to share what they have learned in an open environment. As a result the Generali community is an ever-changing place for learning. Its members grow and develop special skills in a process of constant improvement.

The Generali Group Academy is now at work to empower our people. Earlier this year, a convention was signed between Generali and the University of Trieste. The partnership for high-level technical education is of particular importance given the Company's ongoing transformation. Indeed, the Academy will be in charge of creating the new generation of leaders and accelerating our cultural and business transformation.

At Generali, growth begins from the expression of diversity. Diversity gives us greater access to a wider range of skillsets, ideas, and innovation. It expands the positive influence of an organization on an international scale.

It enables us to engage in cultural and community enhancement and sharpens our awareness that all people have individual needs. Generali's inclusive philosophy ensures the right conditions are in place for each person to achieve his or her full potential. In simple terms, diversity is the mix; inclusion is getting the mix to work well together.

by the Editorial Office

# Growth and development: unlock Generali's potential

by Barbara Lucini

**PREFACE** Old and new competition, pressure on investments, changing financial strategies, and better profits. All demand growth.

For a global organization like Generali, growth is a mandatory requirement not only to build increasing profits and margins, but also to take advantage of emerging technologies and new business strategies and embed them into the organization.

In fact, it is not only a question of 'using more technology.' Rather, every time we embrace new technology we should also be thinking about how it will be used: by employees, customers and distributors. To accomplish more with technology we must ride the waves of this 'perfect storm' at a fast pace helping us to become equipped to learn and adapt, create new solutions, relentlessly drive change and disrupt the status quo.

It is not just technology that grows. Customer expectations are also growing; they are becoming more demanding while competition heats up. Today's insurance market is not just a battle between traditional competitors on the same tested terrain; it is today as fierce as ever but now

over uncharted territory with new players coming from other markets. At the same time, the era of consistently low interest rates adds to unprecedented pressure on investment and developing new financial strategies.

We are at a critical juncture for the insurance sector. If the workforce can't understand, accept and tackle the challenges ahead with a sense of urgency there is a very strong chance of missing an historical opportunity. All people who work in the sector, whatever their role, should be aware of what will be required of them, and of our organization, to keep pace with the ever evolving change and to match and develop their skills in this direction.

Traditionally, the Group invests considerable resources in the growth and development of its people, both employees and non-employees. In 2015, the Company's human capital total investment was nearly € 76 million, slightly up from 2014.

Our ambition must be to maximize this substantial investment to enable sustainable growth for the Group. This financial commitment to development must always be supported by an organizational model which reflects new technical and managerial capabilities, a culture of clear and consistent processes and a way of work that is aligned to the speed of change our sector faces today and tomorrow.

But how can we unlock the potential of our organization?

In every part of the Group, business leaders and HR function are working closely to turn our workplaces into prime learning environments much more than in the past: it is clear to everyone that learning is more than a day in the classroom or an e-learning session.

One of Generali's flagship initiatives to further this culture is the implementation of a Performance Management System at Group level by 2018. The performance

**A culture based on effective feedback exchange, periodic praise, and well-executed constructive and developmental criticism is at the core of an engaged and inclusive workforce**

management, regardless of the specific approach adopted in each country, means a broader understanding about what is to be achieved. It is about aligning the organizational objectives with the employees' agreed measured skills, their developmental plans and the delivery of results. This is not just a one-off annual event driven by HR; the heart of this Performance Management System would ensure the dialogue between managers and their reports will remain open throughout the year.

The emphasis is, on the one hand, on supporting development and commitment in order to achieve the overall business strategy and to create a high-performance workforce and, on the other

hand, on improving a culture of feedback. Indeed, creating a culture based on effective feedback exchange, periodic praise, and well-executed constructive and developmental criticism is at the core of an engaged and inclusive workforce.

Our ambition as Human Resources community is to provide a consistent learning framework to be implemented in all the Group geographies and functions by 2018, which all Generali people managers can refer to in their daily work. This so-called New Managerial System may include key levers for people empowerment such as performance management, career development, diversity and inclusion, communication and leadership behaviors, but also for organizational effectiveness

## Global Leadership Program

### Series & Accelerator



Multi-module programs in partnership with Duke CE Business School dedicated to GLGs and senior leaders, aimed at:

- Developing self-awareness of the leaders
- Understanding their role and responsibilities
- Embracing a 'We, Generali' culture and leading business and employees through change
- Shaping and impacting the wider organization in the context of developing the Group's 2015 Strategy

10 cohorts in 2014/15, 250 participants involved in total.

### Mobilizing People



2.5-day program in partnership with Duke CE Business School, aimed at supporting GLGs community on:

- Translating the new Strategy into actions, speeding up the cascading and engagement on the strategic imperatives
- Understanding key indicators and guiding action planning on the results of the Global Engagement Survey
- Addressing specific activities and behaviors with respective teams on the result of the 360° Questionnaire

4 cohorts in 2015/16, 110 participants involved in total.

### Strategic Study Tour



5-day immersive program in partnership with Wharton Business School dedicated to GLGs, aimed at:

- Gaining a deeper understanding of Generali's customers and how the leading customer-centric organizations operate in the end-to-end customer journey
- Devising plans to embed customer perspectives throughout Generali's day-to-day operations and business imperatives
- Becoming change ambassadors and understanding how a culture of customer centricity impacts organization, corporate culture, leadership competences, employees' behaviors and skills

First cohort held in New York (Nov 2015), second Cohort held in San Francisco (May 2016), 50 participants involved.



### Global Future Leadership Program

**Step Up**



5-day program for Group Talent Directors in partnership with IMD Business School, aimed at:

- Encouraging self-reflection and awareness of leadership impact and providing key management and leadership tools to build individual and team capabilities
- Strengthening abilities in leading high-performance teams
- Executing the new Strategy and leading a client-focused organization

Four runs in 2015/16, 160 participants involved. Rolling in 2017 and afterwards.

**Leave Your Mark**



5-day program for Group Talent Managers in partnership with INSEAD Business School, aimed at:

- Accelerating the transition from managing to leading
- Providing strategy foundations and managerial tools
- Providing insights on customer centricity and digitalization trends

Five runs in 2015/2016, 200 participants involved. Rolling in 2017 and afterwards.

### 'New Managerial System' may include key levers for people empowerment, but also for organizational effectiveness and core business competencies

and core business competencies (customer centricity above all).

This is not re-inventing the wheel: Generali already has many best practices across the Group to build upon. The project itself will be co-designed with local focus groups, including managers from across various organizational layers. This will then be followed by a Train the Trainer certification phase where our ambassadors will be essential to help the Group deploy and deliver at regional and country level around 12,000 managers by the conclusion of 2018.

A successful partnership between HR and our business leaders remains as important as ever, and it is the ambition of Leadership Development & Group Academy to further enhance this partnership through involving our leaders to nurture our future leaders. The recently launched Global Mentoring Program, which runs together with additional mentoring experiences

delivered at country and regional level, is building on this commitment.

Over the past few decades, global organizations have formalized and adopted mentoring as a best practice to promote a common leadership culture, build managerial and technical capabilities and empower talents to realize their full potential. Mentoring can also support creating and enhancing an inclusive and diverse workplace through providing highly personalized developmental support that assists mentees in building effective career strategies across silos and other boundaries.

In concrete terms this means that global leaders will act as mentors to talented managers from across the Group for one year, providing them with support and insight for personal career growth and development in a mentee-driven partnership. After the pilot session, a second wave will follow in late 2016

partnering other senior leaders and managers, and the program will then become rolling for the foreseeable future and beyond.

The mentoring initiative is key to highlighting a couple of other important aspects.

The kind of learning environment we wish to underpin sees people drive their own development, implies entrepreneurship and self-improvement (for their existing work and/or future career), keeping people up-to-date with what is happening in our industry and in the global context so that they remain relevant and marketable.

In addition, behind the mutual benefit of a mentoring partnership, which provides leadership development for both

parties, there is one of the most relevant concepts developed throughout all global programs for leaders and Group talents: self-leadership.


Self-leaders are always in a learning mode. They acquire and refine knowledge and skills from formal learning situations - such as when they attend programs like Accelerator, Mobilizing People, Step Up and Leave Your Mark. They also learn informally by observing and listening to others, and by asking for and processing feedback. Additionally, self-leaders invest time in self-reflection and identify lessons from experience.

One of the most important consequences is that leaders become more aware that they must tolerate and even

embrace failure in the pursuit of innovation, by getting themselves and their people to reflect on projects and initiatives that disappointed and ensure that those lessons are shared and reviewed, to magnify the return. That is true growth.

One of the reasons why established companies struggle to grow is because of a fear of failure. It is strange to say as an insurer willing to succeed in the global markets, but we cannot afford to be risk-averse. We must realize and understand that a risk-averse culture is a major obstacle to innovation, continual learning and importantly our shared future growth.

### Global Graduate Program

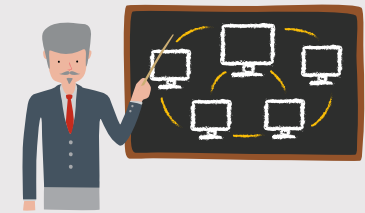


18-month program dedicated to 20 talented new graduates aimed at:

- Attracting high-potential young graduates to Generali and a career in insurance
- Enhancing the globalization of the Group through a regular stream of young, international graduates for our core businesses through an accelerated path
- Providing talented graduates with technical, managerial and transversal skills

Run every two years, this program includes two international job rotations and one experience in a GHO function, attendance of the Generali MIB Master in Insurance Management and a final placement in one of the Group countries.

### Global Mentoring Program




Pilot involving 50 members of the Global Leadership Group as mentors and 100 Group Talent Managers as mentees in a one-year mentoring relationship run through virtual meetings. The program is supported by a one-day kick-off training for mentors and mentees and periodic virtual training sessions. Main learning objectives are:

- Breaking silos and spreading a consistent managerial and leadership culture among functions, geographies and generations
- Enhancing career acceleration and development for Group Talents and younger generations

Two waves planned in 2016 (May 2016 and Nov 2016). Rolling in 2017 and afterwards. The Global Mentoring Program will be also accompanied by other mentoring initiatives deployed at regional and local level.

### GATE—Generali Advanced Technical Education



A global multi-year program dedicated to Group core Professional Communities with the aim of supporting, stimulating and boosting technical excellence and its continual evolution. Main objectives are:

- Facilitating the consolidation, update and innovation of core technical capabilities and skills
- Fostering the development of new technical capabilities and skills
- Nurturing a culture of continual knowledge, experience and best practice sharing

Forty-nine training courses delivered in 2014/15 to 1.428 participants in-class (and more than 4.000 on-line). 25 training courses, both in-class and on-line, planned for 2016. The program leverages on an extensive contribution from Generali Group Faculty.

# Group Academy



Right:  
The building entrance

Seventh floor

Next page:  
Palazzo Rosso, hosting  
the Group Academy



## Mario Bellini

Mario Bellini is an internationally renowned architect and designer. Twenty-five of his works are in the permanent design collection of the MoMA in New York. The former editor of Domus (1985-1991), he has designed countless art and architecture exhibitions both in Italy and abroad. His projects include the Tokyo Design Centre in Japan, the Portello Trade Fair district in Milan, the Milan Convention Centre, and the Department of Islamic Art at the Louvre in Paris.

Projects currently underway are the refurbishing of the International Air terminal of Roma-Fiumicino, the Science and Technology Park in Genoa, the Antiquarium Museum at the Roman Forum in Rome and the Generali Academy in Trieste.



In July 2016, Generali kicked-off construction work for our brand new Group Academy, a learning and development center aimed at supporting our strategy by accelerating business and cultural change. The mission of the Group Academy is to promote a common approach to learning and development, to prepare our current and future leaders, and to develop our talent pipeline.

The Academy will be hosted in the top six floors of the iconic Palazzo Rosso, in Trieste. This historic building, completed in 1928, drew inspiration from New York architecture and was the first skyscraper built in Trieste.

Generali has chosen to establish this global training center next to our international headquarters in Trieste, a city with a blend of cultures and experiences forging its cosmopolitan character and home to several international institutions. Trieste will thus become the learning and development hub for our whole Group.

The Academy will design and deliver training programs in the areas of leadership, management and technical education to all Generali employee levels. Inside, the lay-out will be inspired by

principles of innovation, efficiency and flexibility, with multiple spaces designed for specific activities adaptable to different needs. The design by leading architect Mario Bellini will foster interaction and the interchange of experience among colleagues. The Academy will boast state-of-the-art learning facilities including classrooms, coaching rooms, online learning areas, workshop rooms, quiet areas, meeting rooms, an auditorium, a bistro, and an events space.

In the spirit of one of our values, Live the Community, the Academy will host events open to employees, clients and the wider Trieste citizenship. The building will also accommodate a kindergarten and additional resources for our employees. The building's inauguration is planned for December 2017.

The final result will be a flagship building emphasizing Generali's commitment to employee development and the Trieste community.



# Generali's journey to a more inclusive organization

by Elena Berardi and Doris Bisaro

**PREFACE** Why do we want diversity to thrive? Not just because it is the right thing to do. A diverse and inclusive company is stronger and better performing.

**A good leader must be aware that individuals want to feel empowered and trusted, which together makes a person feel valued and ultimately perform better**

Stop and think about a time when you felt excluded. Perhaps it was after a meeting, where on the surface everything was normal and you were not able to say what was wrong and caused that feeling of discomfort. Yet, on second thoughts, maybe your manager forgot to introduce you to the people at the meeting.

Now consider the people around you and ask yourself, 'Do I make them feel welcome?' Think about a time when you saw somebody being excluded or when you walked away from a situation thinking, 'I wish I'd said something.' What could you have said? When it comes to inclusion it's

the little things that count. In an average interaction we send between 40 and 110 micro-messages which make it plain how we feel about others, even if we don't say it out loud.<sup>1</sup>

Micro-messages are subtle clues which reveal what is behind our masks. They can be communicated by the tone of voice, the choice of words, or eye contact, to mention but a few. These small signals sometimes lead to demotivation and exclusion (micro-inequalities). Conversely, if positive, they can inspire confidence and enable a person to stretch for higher goals (micro-advantages).

“Living in an interconnected and global world, diversity should definitely be promoted in our Company to bring some level of competitive advantage with the next generation of global leaders”

— says an open comment from the **Generali Global Engagement Survey**, which highlights D&I as one of the main priorities at Group level and strongly resonates with our values and Code of Conduct.

Do micro-inequalities affect only minorities? Not necessarily. While some groups in certain working environments may receive a higher number of micro-inequalities, everyone is liable to be a receiver. Being on the wrong side of a merger, having a different style, having an introverted character, having a child when you are climbing higher on the career ladder, can put any of us on the receiving end of negative micro-behaviors. There is a strong difference between a minor slight and an accumulation of messages that affect job commitment, loyalty and engagement. A good leader must be aware of this because individuals want respect, power and control, which together make a person feel valued and ultimately perform better.

True, people prefer to work with people like themselves. It is natural to form certain groups because they boost our own identity and sense of belonging. Bosses are no exception to this rule. So how can a boss get past that? The first question they can ask themselves is, 'How would I evaluate this work if my top person handed it in?' Looking through different lenses can be hard, but there are good reasons for doing it.

The more people feel included in their workplace, the more they are innovative, the more they go beyond the call of duty for the sake of the group. If we as employees, managers and leaders are able to feel and engender a sense of uniqueness and belonging in the people working with us, we can create a culture of inclusiveness. By doing so, we can bring out the fullest potential of those around us.

Indeed, this is not just because it is the right thing to do. Research tells us that people with different backgrounds bring unique information, experience and innovative ideas that have a strong positive impact on business. Diversity is important to meet the business goals of creating innovative products, services, and business practices that can give a competitive advantage in the marketplace.

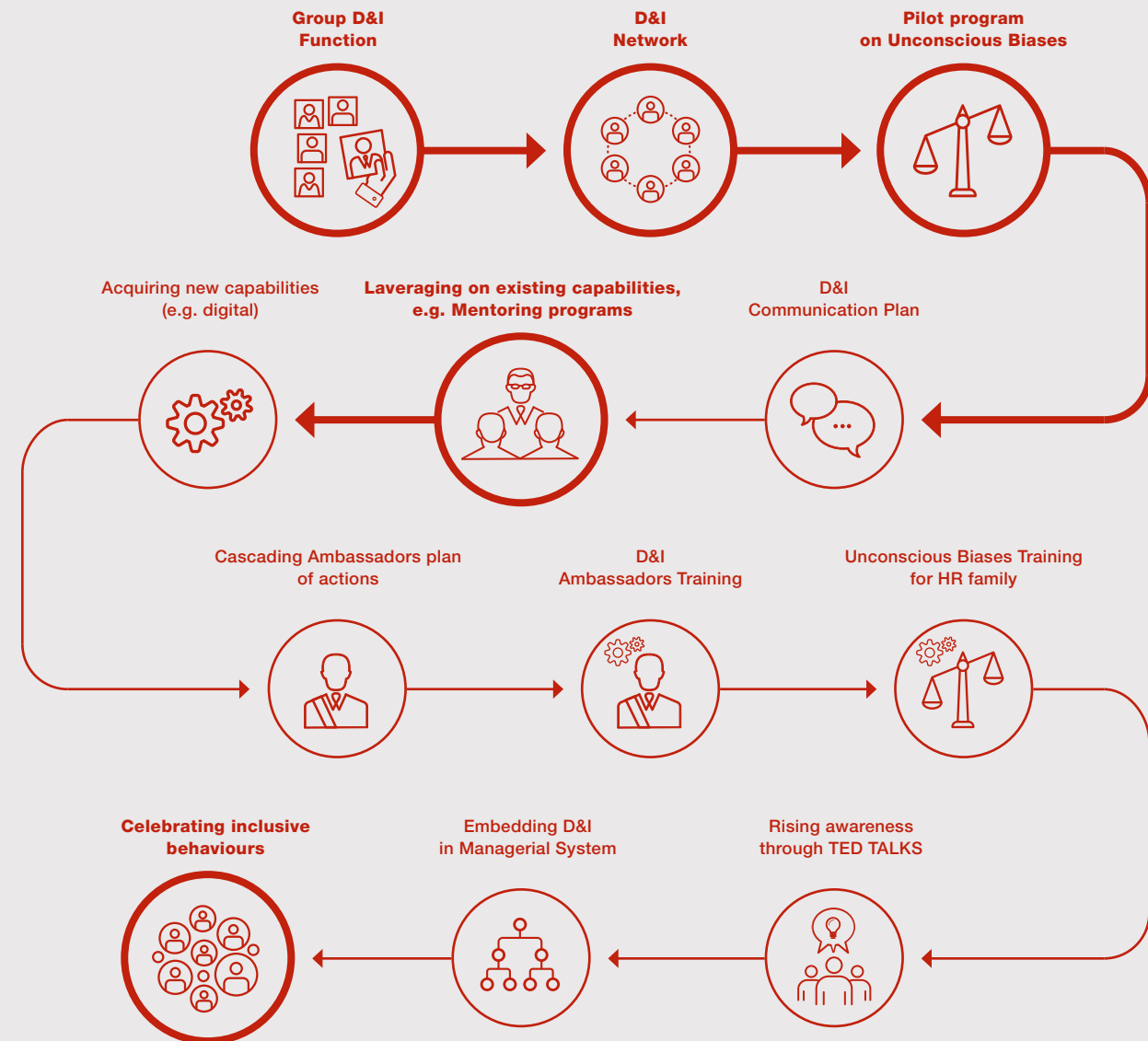
To further support this culture of inclusiveness, last December a dedicated Group Diversity and Inclusion Function was created and it is working closely with a global network of colleagues, representing our countries, regions, business lines and key Group functions like Compliance, CSR, and Employee Communication.

**The more people feel included in their workplace, the more they are innovative, the more they go beyond the call of duty for the sake of the Group**

<sup>1</sup> Source: Young, S. *Micro-messaging: Why great leadership is beyond words*. (2007), New York: McGraw Hill

## D&I Function – Our Journey

○ What we will do next ○ What we have done



### Tips for developing inclusive behaviours

- Step in to support people when they are at risk of being excluded
- Ensure standards are shared
- Gently challenge: 'Hold on, I'm concerned that...'
- Bring others in: 'I think ... needs to hear this.'
- Reacting to a subtle exclusion by boosting the confidence of the person it was aimed at also saves face for the person who said it

### Monika Sebold Bender

Monika Sebold Bender, Chief P&C Officer of Generali Germany, is one of the biggest supporters of an inclusive organization. Her experience has taught her that leaders and managers who are able to create an inclusive environment can help young professionals, particularly young women, to grow. Having a career and a family is possible if managers are supportive. Raising awareness on diversity issues is the first very important step.

Having role models to look up to is equally important: young women are enormously encouraged if leaders, regardless of their gender, tell them about their strengths and weaknesses. Having leaders who are not perfect and understanding that being able to handle imperfections is more important than being perfect can be enlightening to younger colleagues who fear they will not be able to break the glass ceiling in this industry.



The work of the network is key to developing a Group framework respectful of Generali's very diverse DNA and legacy. It aims to raise awareness around the issue of diversity so that it becomes more appreciated and that practical actions are taken to support it. A D&I communication campaign, along with a series of concrete ad-hoc training initiatives about unconscious biases, will be kicked off in the second half of 2016.

If we really want to create an inclusive workplace, we need to integrate inclusiveness in our decision-making and

into all the processes of our organization, by starting to use inclusion as a pair of lenses to scout, identify and grow our people, valuing our people's diverse backgrounds and perspectives. For example, understanding how unconscious biases impact our hiring, promotion and compensation processes is fundamental to fostering an inclusive approach.

Awareness is key to concrete actions: one little step at a time, one simple gesture every day. Working together, there is nothing we can't do. All together we will reach what we want, a more inclusive place to work.

### Understanding how unconscious biases impact our hiring, promotion and compensation processes is fundamental to fostering an inclusive approach



In 2015 a number of GLG women volunteered to mentor younger talented colleagues of Generali across the world.

The first Global Women's Mentoring Program concluded successfully in 2015 and led to other gender-based programs at regional level and to a mixed

gender Global mentoring program launched this year at Global level.

Mentoring at Generali is a process aimed at accelerating the development of Group Talents (mentees) through the guidance of senior leaders (mentors) who offer expert advice on long-term career growth and development.

Mentors' and Mentees' selection ensures a well-integrated diversity mix based on gender, functions and geographies, thus covering a broad spectrum of diversities and further contributing to creating an inclusive culture.





## Business & Strategy

Asia has undergone extraordinary changes in recent years. From a rural base, it has transformed itself into a continent where half its citizens are expected to reside in cities by 2026. At that moment, those citizens will account for the vast majority of the world's middle class population.

Generali's global experience and expertise enables it to address the region's current and future needs. The Group's Asia business has grown by over 40% in the past three years. That rate is expected to continue as Asia itself moves up the world's international economic ranking to eventually account for 45% of all global GDP.

In the article below, Kevin Angelini and Patricia Chua take the reader through six of Generali's major Asian markets where innovative solutions have been applied to foster a more efficient workforce and closer client relationships.

Like Asia, the global economy is also rapidly changing and is under stress write the authors of *il bollettino's* article on Social Innovation and Growth. Many of the challenges caused by the need to balance population growth with limited

resources can be tackled by social innovation i.e. solutions that improve the lives of individuals and communities alike. Readers will learn how and why. The insurance industry has an important role to play as well and the many ways in which Generali is contributing as a social innovator are outlined.

by the Editorial Office

# Generali in Asia: a legacy of anticipating trends and capturing change

by Kevin Angelini and Patricia Chua

The remarkable changes that have swept Asia over the past two decades have made the region an engine of global growth and a key focus for many businesses. By 2025 Asia is expected to account for nearly 45% of global GDP; in 2030 it will be home to the vast majority of the global middle class population. <sup>1</sup> Whether as a production base, a consumer market or a source of investment, the region has become too potent a force to ignore.

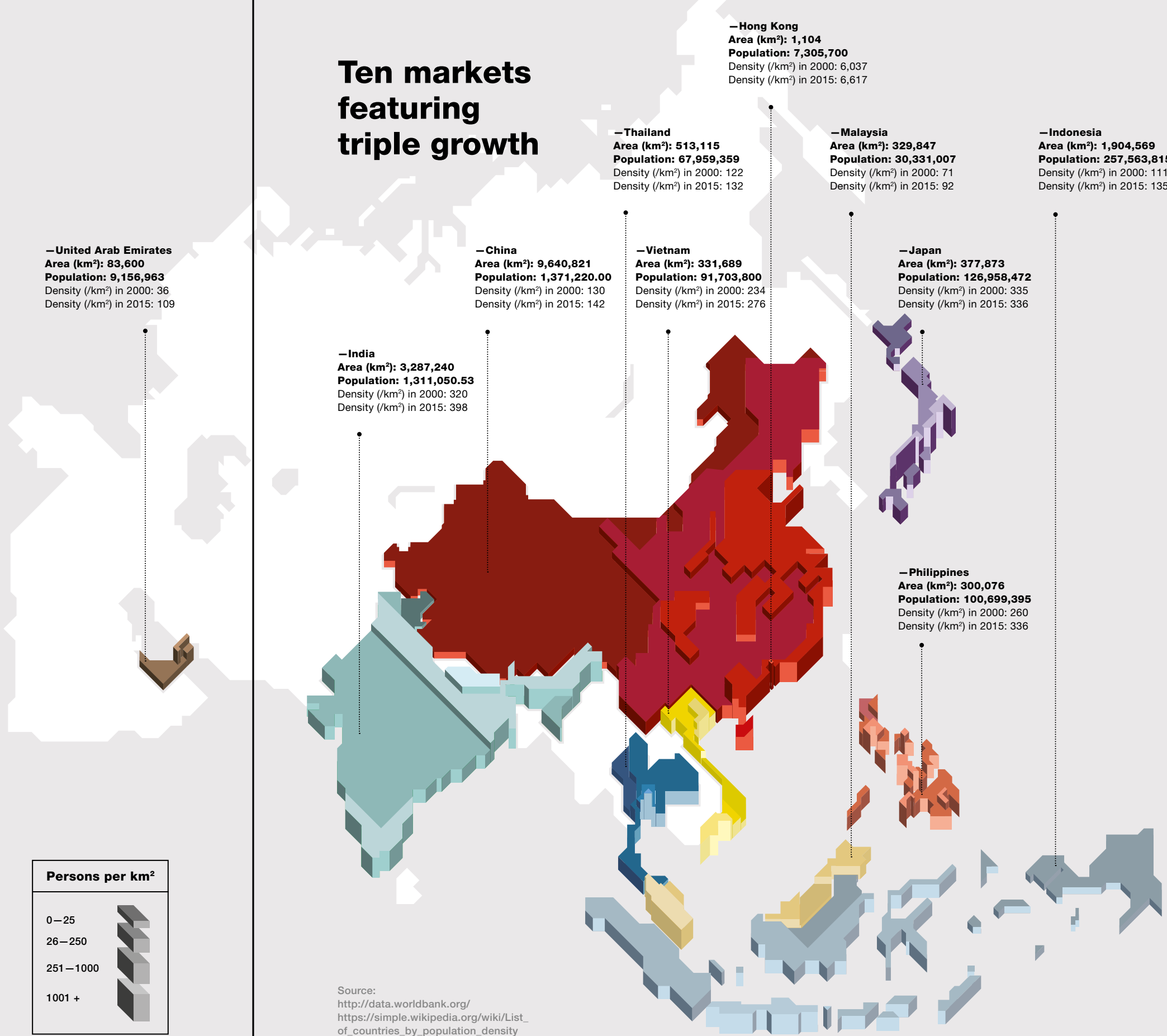
Internationalization has always been a core element of Generali Group's strategy, and the Group approaches opportunities in Asia from a unique and privileged position. Generali has a long history in the region, having been present in the Chinese market as early as 1908. Over the years, through targeted investments and carefully cultivated partnerships, the business has blossomed into a regional entity, with a network spanning ten markets. This foundation means Generali is well placed to

capture the potential of a fast-developing market with high savings rates and where, in many places, insurance has yet to make significant inroads.

Even more importantly, the Group's global experience and expertise give it the capabilities to help address the future needs of a region that will see even more profound shifts in the years ahead, as its populations age and grow more affluent, and continue to converge on already burgeoning cities. This article examines our Asia businesses and illustrates why the region is set to become an even more meaningful market for the Group.

<sup>1</sup> <http://dupress.com/articles/asia-pacific-economic-outlook-q1-2016-asia-economic-growth-continues/>

## Ten markets featuring triple growth



Source:  
<http://data.worldbank.org/>  
[https://simple.wikipedia.org/wiki/List\\_of\\_countries\\_by\\_population\\_density/](https://simple.wikipedia.org/wiki/List_of_countries_by_population_density/)



**Diverse markets, different opportunities**

Generali operates in ten Asian markets with a range of partners, business models and service offerings based on the individual requirements of each market including regulatory environments and customer preferences. What unites these country-level operations is the focus on performance, building long-term client relationships and contributing positively to the broader community.

These markets have also collectively delivered impressive growth. In the past three years our Asia business has expanded at a compound annual rate of over 40% – nearly three times the 2006-2013 rate. Recent activities and achievements in major Asian markets include:

**Hong Kong**

Home to Generali's regional leadership team, Hong Kong has been at the heart of the Group's regional expansion, and also a center for our rapidly developing wealth management business. Many family-owned Asian businesses are undergoing a generational succession. By collaborating with private banks, we have developed a bespoke product that allows customers, typically the patriarchs at family-owned firms, to efficiently plan and execute the transfer of their estates and wealth to succeeding generations. Launched in 2015, demand for this Asia-specific offering is growing and adoption is likely to accelerate as more of the region's affluent and high-net-worth customers seek out wealth management services in Hong Kong and Singapore.

**China**

Generali is something of a pioneer in China's massive and fast-growing market. In 2002 we teamed up with energy giant China National Petroleum Corp (CNPC) to open the first Sino-foreign joint venture insurance firm since China's entry into the World Trade Organization in 2001.

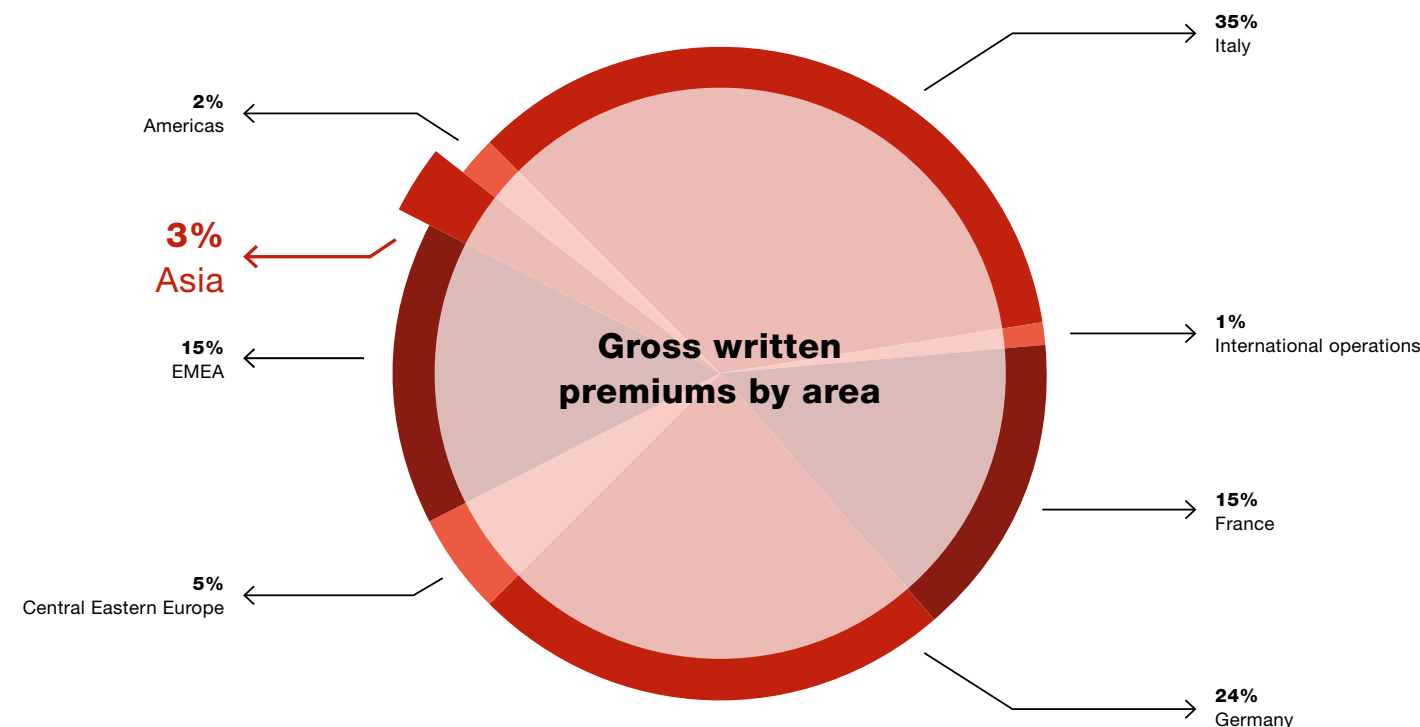
From that historic beginning the alliance with CNPC has set several milestones, with Generali first providing basic insurance for CNPC's active employees, then designing an annuity scheme for its retirees (the largest annuity scheme ever issued globally), and moving on to insuring CNPC's extensive facilities and operations. More recently, we have been reaching out to consumers via CNPC's strong petrol station network operated by CNPC subsidiary PetroChina, offering vehicle insurance to drivers directly on the roads.

Along with the deepening of the CNPC partnership, Generali is rekindling an expansion into the high-growth provinces of China's interior, supported by technology to provide a new window to customers. We are also playing an important role in supporting the government's social goals and plans to address population aging, as the only foreign company participating in a pilot program that uses new tax advantages to boost pension adoption.

**India**

Through our joint venture with leading Indian retailer Future Group, Generali provides a wide range of services to India's large, relatively

**Asia's contribution to the Group business grows fast**



youthful population, including Life, Property & Casualty and even micro-insurance products. In addition to almost 200 offices nationwide, we are able to leverage Future's chain of shopping malls to introduce insurance to consumers via promotional and educational campaigns.

With India's economic growth back on track, we expect to increase our focus on the country's major cities, where an affluent young generation is seeking ways to amass wealth.

**Indonesia**

Since 2009, Generali has been present in Indonesia where a large, young population is fueling substantial new Life insurance demand. Despite the overall

market shrinking in 2015, our local business continued to grow, based on a solid foundation in growing cities, strong relationships with local banks and efforts to extend our retail agent network.

Indonesia's complex geography – it is a sprawling collection of some 18,000 islands – make the deployment of technology to connect and build loyalty with customers essential, particularly in remote areas. Technology-driven initiatives to connect Generali's retail agents across the country in a simple and effective manner, regardless of the availability of online access, have made Indonesia an important test-bed for innovative solutions that are being repurposed for other geographically diverse and emerging markets.

**In the past three years our Asia business has expanded at a compound annual rate of over 40% – nearly three times the 2006-2013 rate**

	31/12/2015	Δ
Italy	1,207	-10.3%
France	567	+1.3%
Germany	439	+17%
CEE Countries	228	
EMEA	379	+57.5%
Americas	50	-19.4%
Asia	95	+94.9%
International Operations	1	-95.5%
<b>Total</b>	<b>2,965</b>	<b>-0.4%</b>

## Thailand

Generali's Thailand operation supports a robust personal and commercial Life and Property & Casualty business that for many years was driven primarily by direct telemarketing to customers. However, we have made recent forays into the promising area of bancassurance. In late 2014 we secured an exclusive partnership with Kiatnakin, one of Thailand's fastest-growing banks, to provide a broader spectrum of insurance products and services to Kiatnakin clients, from ordinary Life cover to products aimed at future high-net-worth individuals. While direct-to-consumer sales remain an important part of Generali's Thailand business, bancassurance is expected to contribute much of our future growth.

## Vietnam

Since receiving our Life insurance license in 2011, Generali has moved quickly to expand its presence in this relatively new, dynamic market. While small in absolute terms, Vietnam's insurance sector and its contribution to our regional business is expanding rapidly, and has significant potential over the medium term. Generali has forged a number of new bancassurance tie-ups with Vietnamese financial institutions, and has opened a number of new agency offices and a VIP customer lounge.

## A roadmap to the future

Across the various markets in which we operate, our future growth in Asia will be defined by several key themes.

### Expanding partnerships and distribution

Building on a regional tradition of successful partnerships, Generali will work throughout Asia to extend existing relationships and develop new ones. Alliances with financial institutions will be a particular focus, to increase reach and distribution in key markets and to expand offerings in areas like bancassurance.

Continuing to develop regional corporate and affinity business will be another priority. The cooperation we enjoy with companies such as China's CNPC will serve as a template for other types of joint ventures, and drive the offering of more diverse and higher-value insurance products to partners' employee groups.

### Driving innovation

Generali's Asia business has proven particularly adept at harnessing the possibilities of technology. Solutions have been developed specifically to address the infrastructure and communication gaps inherent in some Asian markets, such as the iCONNECT system in Indonesia, a one-stop portal to agent activity, customer, payment and other important information.

Generali will continue to enhance these systems and invest in further innovations to foster a more efficient workforce and closer client relationships region-wide. Among our main aims are enabling real-time updates and customer needs analysis; paperless transactions; employing connected devices and social media to further client engagement; investing in new data and analytics capabilities; and forging external partnerships to explore high-potential technology initiatives.

### Investing in people

As a multinational Generali has the option to centralize many of our regional activities.

However, the Group has made a conscious choice to have country-level operations take the leadership role in their respective markets, where they are best placed to identify and pursue opportunities. At the same time, countries are conscious that they are not only tasked with delivering results in that territory, but also contributing to the overall development of the region.

This approach is particularly apparent in the development of employees. By establishing dedicated centers of excellence in markets across the region, we foster local talent and expertise in specialized fields such as direct-to-customer sales, bancassurance, and employee benefits, while also making ready promising executives for regional roles and exposure. This network will be steadily expanded in the years ahead to cover new markets and skill sets.

### Responding to the needs of a changing population

In some major Asian markets, such as China, rising prosperity is being accompanied by the rapid aging of the population. This trend, combined with the relative lack of pension and social security arrangements in the region, will encourage a growing number of Asians to seek out personal insurance and protection solutions.

Generali is already moving to meet these demands with customized products such as the wealth management solution recently introduced in Hong Kong. Across the region, while many insurers are focused on delivering savings and wealth accumulation products, there is a significant lack of relevant options for the growing segment of 'pre-retirees' – the generation in their mid to late 50s, with roughly a decade left to work, who have already accumulated a degree of wealth and are now aiming to preserve it, and ensure it can be handed down to their successors.

As demonstrated by our participation in the Chinese government's pilot project on pension reform, Generali will also work closely with governments throughout Asia to assist in the development of policies and programs that promote the wellbeing of a

<sup>2</sup> <http://www.unescapsdd.org/files/documents/SPPS-Factsheet-urbanization-v5.pdf>

<sup>3</sup> <http://www.adb.org/news/adb-lending-surges-record-high-meet-rising-regional-demand>

## Generali's Asia business has proven particularly adept at harnessing the possibilities of technology. Solutions have been developed specifically to address the infrastructure and communication gaps inherent in some Asian markets

growing number of elderly, based on our experience in the aging markets of Europe.

### Supporting a region's ambitions

With cities expanding and regional transportation networks taking shape, Asia's infrastructure needs are immediate and pressing. Half the region's population is expected to reside in cities by 2026, potentially boosting productivity and economic output, but also putting pressure on the environment and public services such as water and sanitation.<sup>2</sup> The Asian Development Bank estimates that the region requires some US\$ 800 billion in infrastructure investment annually, or around 6% of regional GDP.<sup>3</sup> Meeting emerging infrastructure demands, particularly while mitigating environmental impacts, will require innovative and ambitious developments in everything from housing to power and waste treatment.

Generali will play an integral role in bringing projects of this kind to completion, by providing the highly specialized risk management and insurance solutions that complex infrastructure developments require. Our dedicated regional corporate and commercial team, based in Hong Kong, is a repository of deep expertise in areas such as property, casualty, financial lines, engineering and marine lines of business. Such expertise makes Generali one of the few insurers with the capabilities to support the projects set to improve living conditions and better connect communities throughout the region.

### The power of alignment

For all the extraordinary changes Asia has undergone in recent years, even more profound shifts are on the horizon. The markets in the region may be diverse, but they all move quickly, meaning a company's success is tied to its ability to anticipate trends and adapt its plans to match.

This can be a challenge, but our already solid presence, combined with our clear focus on extending our network and catering to the region's emerging demographic and infrastructural realities, will ensure that Asia's contribution to the Group business grows.

At the same time, we will be contributing more to the region, providing the expertise and security that will help conserve and develop the wealth and infrastructure assets on which Asia's future will be built. In doing so, we will play a role in the growth and development of the local markets. This alignment of interests, and Generali's commitment to the market, will ensure that the Asia business increasingly informs and is integrated with the rest of the Group, and that rather than a 'foreign' insurer, Generali is perceived as part of the regional fabric.



# Social innovation & growth

by Ruggero Forni and David Korosic

## Of what use is product innovation when it does not help improve the lives of individuals and communities?

Social innovation is a new solution to a social problem that is more effective, efficient and sustainable than the current solution. It is about mobilizing society to solve its own problems in new and creative ways. Individuals and organizations from the private and public sectors work together as 'social entrepreneurs' to find solutions to improve the lives of people and their communities.

We are surrounded by examples of social innovation: think Wikipedia and distance learning, telephone help lines, charity shops and the fair trade movement, zero carbon housing schemes and community wind farms. The list is long, but what is driving the need for creating such 'social value'?

Many of the challenges faced in society today arise from our struggle to balance population growth with limited resources. As countries get richer, the demand for food, products and services, housing and healthcare grows. 'The global economy is changing and is under stress,' according to an international research program looking into the future needs of society run by Future Agenda.

One of its conclusions was that social innovation has become one of our most urgent tasks, and it calls for 'more effective collaboration between governments,

business and civil society to tackle the societal issues in the 21st Century'. Whilst many businesses seem 'disconnected from the success of society' others are leading the way with social innovation.

Lego, for instance, is directing some of its profits into building windfarms. Tata has invested heavily in building schools and hospitals across India. Toms, a shoe manufacturer in the US, provides free shoes to children in need 'one-for-one' for every pair sold. Are insurers just as socially innovative?

Insurance has always played a strong social role: providing protection for individuals, their families, communities, and society as a whole. However, the industry has not been known for its trail-blazing innovation. If anything, insurers have been somewhat isolated from competitive forces, most likely due to market complexities, regulation, limited interaction with consumers, and a highly-fragmented distribution network.

Other sectors have been turned upside down, especially by new entrants who exploit the latest technologies. Uber is the



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“ Doing the old things in a new way - this is innovation”

—Joseph Alois Schumpeter

world's largest taxi firm, but owns no taxis. Airbnb is the world's largest hotelier but owns no hotels. Think of how smartphones and the Internet have changed the way we communicate with each other, and how low cost airlines have impacted the way we travel. Another disruptor, technology giant Google, is testing driverless cars, which has traditional manufacturers looking over their shoulders.

Now, however, these same technologies are enabling, and forcing, the insurance sector to rethink the traditional business

model and open up to the opportunities and challenges of the external market. The Internet of Things, digitalization, big data and predictive analytics, are providing an opportunity to manage huge amounts of interconnected data about clients' behaviors, lifestyle and needs. This is enabling new and innovative trends to emerge from within the insurance space.

Smartphone apps and black boxes can encourage good driving behaviors; improving safety on the road and rewarding customers via reduced premiums.

Holidaymakers relax on the beach having peace of mind that any break-ins at home will automatically alert a security business. The increasing use of wearable devices reveals data about our activity and state of health. Through widespread adoption of smart technologies, companies are taking advantage of deeper client insights and closer connectivity, to improve insurance selection hassle and make it more personalized.

So, insurers can and do contribute to social innovation. The traditional role as a social protector has been preserved, but new technologies allow us to offer even more valuable services to our clients. By collecting data, we can tailor and personalize our services. Improved connectivity means we can communicate one-on-one, to raise awareness about risks and security and encourage a healthier lifestyle or safer driving.

The insurance industry has a huge role to play in society. By having a much deeper understanding of our customers we can



GETTY IMAGES / PHOTO: MICHEL PORRO

The world's largest photographic archive to date is Instagram which, however, does not own any image. The same applies to Uber, which uses the biggest number of taxis without owning any of them, and Airbnb, the world's largest hospitality chain, which has no rooms. This is today's reality and market

Left: Nathan Blecharczyk, CEO Airbnb, talks about his world wide expansion plans during the kick-off of Startup Fest Europe on May 24, 2016 in Amsterdam

Previous page: Travis Kalanick, co-founder of Uber, speaking at TED2016 in February 15-19, at Vancouver Convention Center

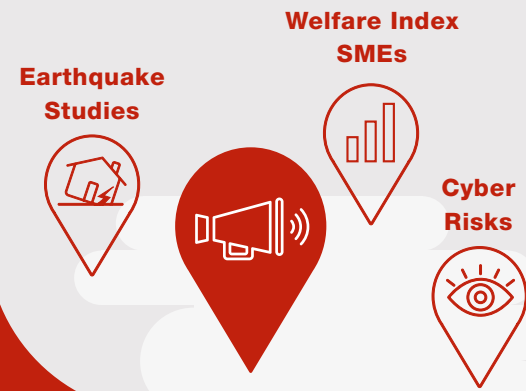
“ The more we can do to create a better society, that benefits more people, the better chance we have that our society will continue to grow and prosper”

—Sanford Weill

better assess individual risk profiles and can support and educate our customers to find the right solutions for their personal circumstances. Aside from encouraging more virtuous behaviors we can help prevent negative events such as fire, theft or water damage, for instance by incentivizing the installation of supporting devices that can detect home intrusion and automatically call the owners or the emergency services.

By connecting with our customers in these ways, the tradition of the ‘social protector’ has a strong future. Social innovation will help drive our growth, not just of our business but of our role in society.

BRIEFING



Make Aware

### Generali and Social Innovation

The Generali Group is committed to making real steps forward in social innovation. All Countries and Business Units are following our strategy to develop tailor-made solutions for our customers. We have a whole raft of innovations in progress, the first of which are now going live.

In Germany, Central Kranken has developed ‘initiative.diabetes’ – a unique, award winning, disease management program for clients suffering from Type 2 diabetes. Participants are encouraged to establish lifestyle changes, including a healthier diet and regular physical activity. They can rely on a personal telephone coach and use a smartphone and blood glucose meter to transmit data to an online portal. Results, measured in terms of weight loss, reduction in blood sugar levels and reduced dependency on medication, have been extremely encouraging.

Another example is Generali Vitality, a highly-innovative wellness program, launched in Germany in July 2016 and to be followed by France in January 2017. With each of these initiatives, Generali will be a front-runner in the health sector, supporting healthy behaviors and rewarding healthy customers.

Connected insurance provides yet another example. Generali continues to be among the most innovative players in

Social innovation & growth



Buy & Search

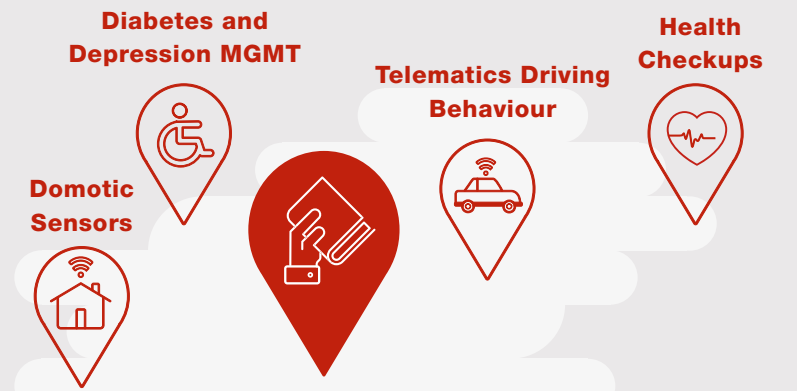


Vitality

telematics and the acquisition of My Drive is a further step in product sophistication. Domotics, or home automation, is another area where the Generali Group is progressing fast, cooperating with companies from other sectors in order to provide dedicated services to householders.

Generali Italia is playing a big role in supporting SMEs, the backbone of the Italian economy. Their Zoom Consulenza PMI initiative helps clients analyze, measure, and ultimately avoid risks, by having the right insurance policies and prevention programs. With SMEs Welfare Index the company has promoted the first Index aimed at improving the welfare and the growth of small and medium enterprises. Another example is the timely response to natural catastrophes where Generali Italia has established a network of sentries monitoring the area on a permanent basis and if a serious natural event creates severe losses involving many clients, they promptly activate a dedicated team.

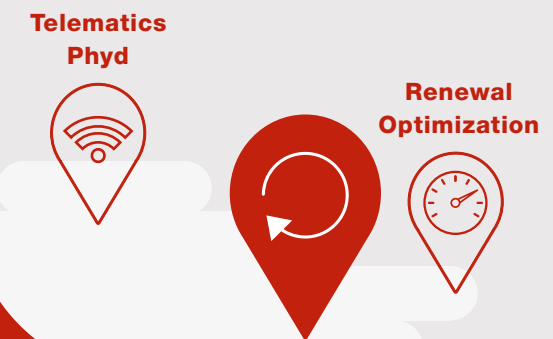
BRIEFING



Educate, Prevent, Improve

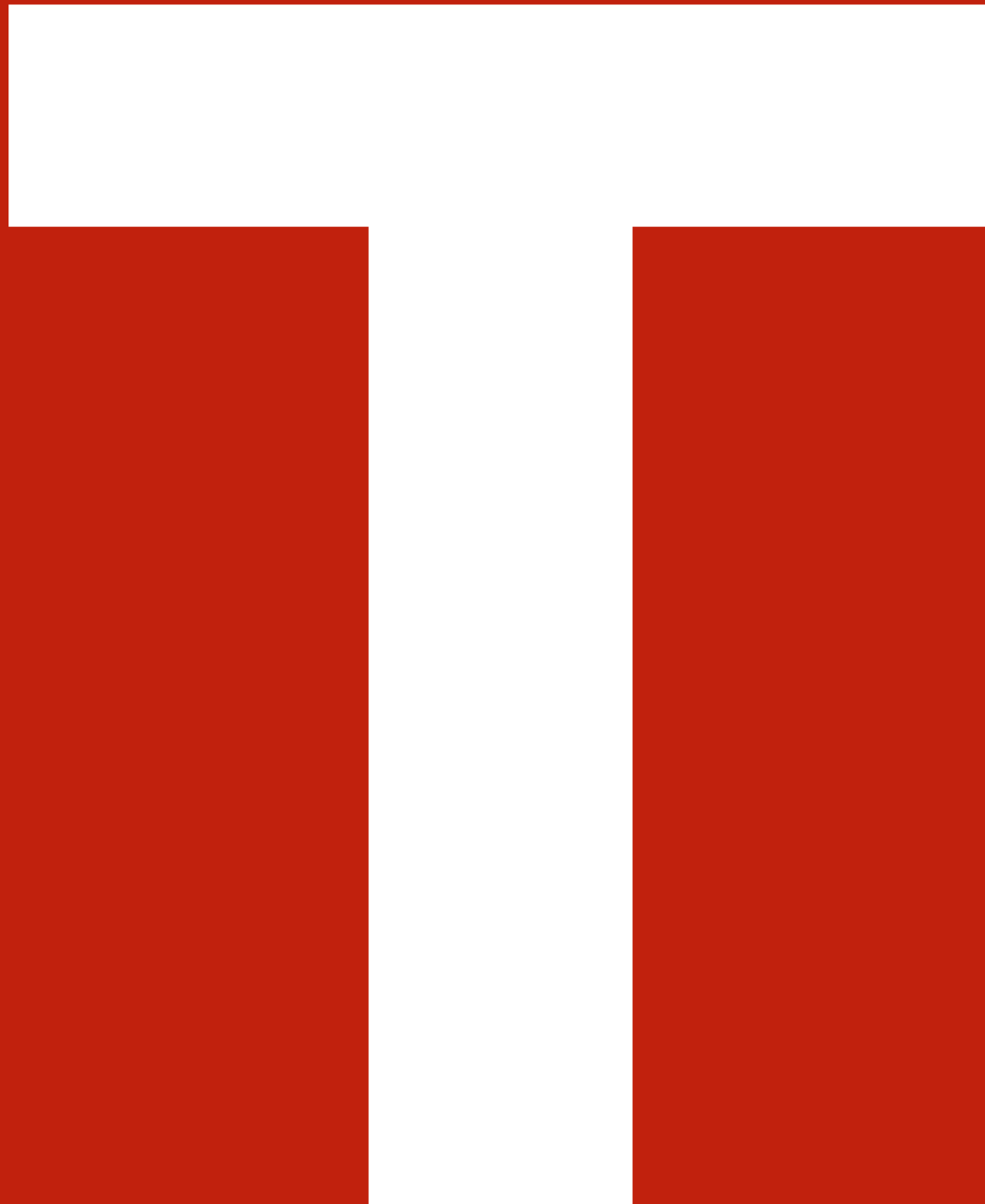


Handle Claims



Renew





# Twist

One of the interesting facts about human nature is that there are more things that unite us than set us apart. You might think that lifestyles in the Asian megacities would be technologically different to the United States, but you would be wrong. For many Chinese their style of Internet works just fine. It delivers goods, services and videos at the swipe of a smartphone.

Asian megacities are the epitome of growth. In 2016 the second tallest building in the world was completed: the Shanghai Tower. Which habits does the individual acquire to adapt to this new concept of city? Like his American counterpart, the average urban Chinese is likely to wake up and peer at their smartphone. Many Chinese stream an episode of a TV series while on their way to work, while at lunchtime they may well be on a Twitter-like site called Weibo.

Similarly, the average American urban home is brimming with technology. Busy parents are able to pay bills online and stay updated on threatening situations. It is also common to monitor children's Internet activity with an app. With all that enthusiastic use of technology, it is no wonder that half of Americans

think that in 50 years computers will make art just as well as humans do, and 80 percent believe we will grow custom-made organs in a laboratory for transplantation.

The adoption of new ideas is subject to its own laws. When does an idea become an innovation and what accelerates its acceptance? Even the best ideas are not instantly recognized as such. Understanding how innovations diffuse into the general population has led to an entirely new expertise.

The macro-revolutions initiated in the Silicon Valley have brought about a series of micro-changes in the habits of individuals, community members and businesses. Suppliers of these life-changing products, technologies and services will need to adopt a collaborative approach to gain widespread consensus and help users to embrace their offering and incorporate it in their daily lives – a lesson that applies to all sectors, including the insurance one.

by the Editorial Office

# Contemporary living trends



PHOTO: KEPPEL BAY PTE LTD

## Daniel Libeskind

An international figure in architecture and urban design, Daniel Libeskind was born in Łódź, Poland, in 1946.

Mr Libeskind immigrated to the United States as a teenager and, with his family, settled in New York. He received the American-Israel Cultural Foundation Scholarship and performed as a musical virtuoso, before eventually leaving music to study architecture. He received his professional degree in architecture from the Cooper Union for the Advancement of Science and Art in 1970, and a postgraduate

degree in the history and theory of architecture from the School of Comparative Studies at Essex University, England, in 1972.

In 1989, after winning the international competition to build the Jewish Museum in Berlin, the Studio Libeskind was established.

In 2003 the Studio won another historic competition, as it was chosen to create a master plan for the rebuilding of the World Trade Center.

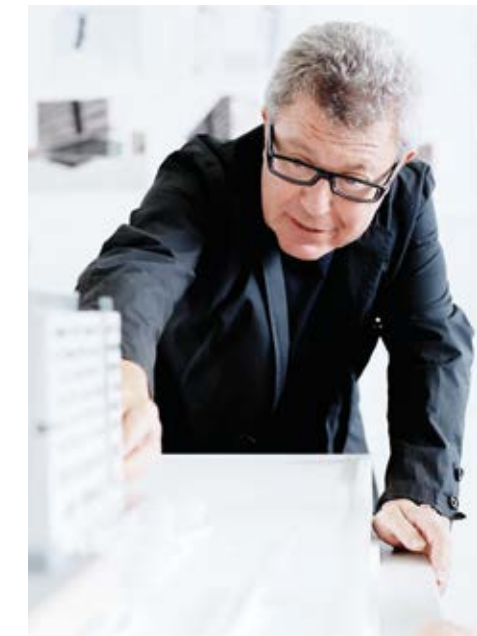
Through the years Mr Libeskind has been involved with designing and realizing a large number of urban, cultural and commercial projects all over the world.

His portfolio includes museums, concert halls, conference centers, academic buildings, hotels, commercial malls and residential towers.

As Principal Design Architect for Studio Libeskind, Mr Libeskind speaks widely on the art of architecture in universities and professional summits.

His work and ideas have been the subject of many articles and exhibitions, influencing the field of architecture and the development of cities and culture.

Mr Libeskind lives in New York with his wife and business partner, Nina.



by Stefano Boselli

Not many human activities are as tightly intertwined with the concepts of growth and transformation as architecture is. Architects have to measure themselves with these elements throughout each stage of their creative process: it is not just about turning a project into a real building, but it's also about taking into account the past, present and future transformations of the surrounding environment. For someone such as Daniel Libeskind, whose creations have enriched cities in many different parts of the world, this has always been a key aspect. And although he is widely known and appreciated for being an architect who puts the past and the history of a place at the very heart of his work, envisioning and anticipating the future has always been just as equally important. In an exclusive conversation with *il bollettino*, he argued: 'You cannot be an architect if you don't anticipate needs that will develop in the future. People live in cities, live in buildings, and they

*need to have a joy, a sense of celebrating their days wherever they are. That's really the goal of architecture'.*

In Libeskind's vision, the identity of buildings cannot be separated from the identity of cities, and just as much as their past does, their growth and development play a big role in defining it.

'Asia is very different from Europe, or from North America, or from South America. Asian cities where I work are developing very, very rapidly, but they have also different cultures, different traditions and one cannot do in Europe what one is doing in Asia. It's a different history, a different tradition. Each place is unique, so each genius dictates what should be done and what can be done,' he said to our correspondent.

This concept, which is omnipresent in his work, is particularly emphasized in two of his most recent projects in Asia: the Reflections at Keppel Bay residential complex in Singapore, and Archipelago 21,



the masterplan for the redevelopment of the Yongsan International Business District in Seoul.

When looking at them, it is easy to understand how strong the relationship between each building and its surrounding environment is. Just like the cities where they are located, which are witnessing an impressive and still ongoing growth, these buildings seem to be young organisms which are still transforming and growing, and which might look very different in five, ten or thirty years.

The 'physical growth' of his buildings is a recurring theme in Libeskind's architecture, and no shape or element represents it better than crystals. While crystal structures can be found in many of the Polish-born architect's projects, The Shops at Crystals in Las Vegas, a 500,000-square-foot retail and entertainment space, is the most powerful example of the unmatched and constant sense of endless transformation and change they create. *'I don't know where crystals come from, but a master such as Frank Lloyd Wright used to say that if a building is not a crystal, then it's not a building. A crystal is strong, resilient and robust; it is an idea of the beauty but also the fire, the warmth, the intimacy and the inner side of life,'* he once said.

But maybe the most important aspect is the relationship between growth and sustainability. Libeskind believes one of the greatest challenges that architects and urban planners face today is how to build cities which are human, where the individual is part of a meaningful community and is actively involved in the creative process of change. In his view, future cities need to *'develop the kind of public space and living realm that allows everyone to pursue their own potential,'* whereas the empowerment of citizens to participate directly in the design of their own environment is *'the conditio sine qua non of well-being in the future.'* This means that sustainable growth is the only possible way forward for cities in the future, and as a consequence of this, architecture as a whole has to be sustainable.

A sustainability which is not just about the choice of building materials, or the impact of energy, or the quantity of green spaces available, but it's a philosophical concept embracing every aspect of the human life. *'Architecture is stable, it's in the earth, it's in the sky: you have to be sure that what you are building is going to be sustainable. And not for decades, for hundreds of years.'*



PHOTO: SCOTT FRANCES



PHOTO: DREAMHUB

Previous page:  
Reflections at Keppel Bay  
—Singapore  
2011

Top:  
Crystals  
—Las Vegas, Nevada  
2009

Archipelago  
—Seoul, South Korea  
Under construction

## Libeskind Tower

Known as 'The Curved One' during the planning stage, CityLife's third and last tower to be built was conceived by its creator, Daniel Libeskind, as part of an ideal sphere encompassing and completing the Tre Torri Square. The construction of the 31-floor, 175-meter-high building began in spring 2016, and it is due to be completed in 2018.

Situated between Hadid and Isozaki's buildings, the Libeskind Tower slopes in toward its counterparts and the central park below. Just like its neighboring buildings, the tower is personally crafted and conceived to provide a sculpted and highly visible skyline on the site. Its facade is made of sustainable, state of the art glass that will reflect the public space below and vistas around. As a result of this,

while each building has its own individual expression, all three are coupled in a cohesive arrangement which adds to the overall harmony of the new piazza.

One of Daniel Libeskind's most appreciated and widely recognized trademarks is the ability to evoke cultural memory in his buildings, and the 31-floor tower at CityLife is no exception.

*'I have always taken inspiration from the art history and architecture of Milan. The Tower was inspired by Leonardo da Vinci's drawings for the Duomo, although his project was ultimately never realized.'* At the same time, the curved shape reminds of and celebrates Michelangelo's late masterpiece, the Rondanini Pietà marble sculpture, which is housed in Milan's Sforzesco Castle.

In this mix of history and contemporary state-of-the-art technologies, sustainability plays a pivotal role. Just like the two other towers, the Curved One has already obtained the GOLD-level LEED (Leadership in Energy and Environmental Design) pre-certification, which awards the most innovative, performing and efficient buildings with regards to the environment preservation.

CityLife Milano, Milan, Italy. Above: the three towers (left to right): Libeskind Tower, Isozaki Tower, Hadid Tower



PHOTO: DREAMHUB

# Collaboration and Conformability

**PREFACE** Ideas take time to gain acceptance. Even the best ideas are not instantly recognized as such.

by Horace Dediu

Ideas take time to gain acceptance. Even the best ideas are not instantly recognized as such. The process by which a population changes its mind was observed by sociologist Everett Rogers in the Sixties. The observations were conducted on a particular subset of ideas: technological innovations. Rogers observed that good ideas such as better seeds or boiling drinking water take time to 'diffuse' into a population of adopters.

Once the process was identified, he was able to categorize adopters by their willingness to accept change. Thus we came to the classic Innovators, Early Adopters, Early Majority, Late Majority and Laggards categories of adopter personalities. Underlying this categorization is a mathematical model of the rate of adoption. This is called the Diffusion Curve which shows the percent of a population that adopts the technology over time. It is an S-shaped curve that spans from 0 to a maximum penetration, up to 100% of the population.

This S-curve came to be the most commonly used measurement of the rate that ideas come to be accepted. From a user's point of view, technologies are fundamentally ideas: a vendor proposes that it's a good idea to use a smartphone and although most people are skeptical, after a certain time and after many product iterations most agree that it's a good idea to do so and they purchase

the product and bring it into their lives. Note that the first version of the idea is not for everybody. For a unanimous agreement of utility, the product must be improved. But as a few people agree it's a good idea, their support gives fuel to the producer to make it better, attracting more adopters.

The adoption curve is a dual feedback process. Adopters influence each other on the benefits and support improvements in the product which leads to more acceptance. The question we have been asking ourselves is what determines the rate of this feedback. What are the forces that accelerate adoption? In order to develop a sense of what accelerates adoption, we have to understand how ideas become innovations.

Before an S-curve begins its rise, there has to be an invention followed by a period of gestation as the idea is built into a product and, if the product solves a customer need, the formation of a market. If the technology is widely useful then the products using it are 'adopted' by a majority and the technology 'diffuses' into the general population. Ultimately the technology is universally accepted and it 'saturates' the addressable market.

Technological diffusions have been measured for at least two centuries. The earliest were for transportation canals built in 18th century England. In the 19th century,

as industrialization took hold, diffusions became more common with transportation and communication alternatives. In the 20th century new enablers in the form of motors, fuels and production methods led to increasing consumerization and miniaturization. Today new digital technologies seem to appear and spread very quickly.

But are new technologies being adopted more quickly? Are all technologies quick today? Will they be quicker in the future? Were they slower in the past?

The historic data is not all consistent. There were many old technologies which grew very quickly. In the Thirties America, the radio was adopted very quickly. So was the TV in the Fifties. The oldest of all, the printing press, diffused throughout medieval European cities in less than 50 years. Conversely, there are many technologies today which are slow to rise. Hybrid cars are diffusing more slowly than diesel cars. Electric cars are diffusing slower than the Model T, new forms of renewable energy production are growing more slowly than the original electric grid. Healthcare and education reform is far slower to be adopted than the rise of hospitals and primary/secondary schools in the 19th century.

To look for patterns, we looked at 104 technology diffusions. The data shows significant variations in adoption speed for technologies that got started around the same time. For example the Kodak Brownie camera and the automobile both reached 10% of their markets around 1915. However the democratization of photography took 20 years while the automobile took over 70 years. Refrigerators and TVs were quick while the contemporary washing machines and dishwashers were slow.

Even toward the late 20th century and the rise of transistor electronics, the VCR was quick but the video game console was slow. The early 21st century is awash with internet/computing-based technologies which rise very quickly but there are innovations which seem slow and stubborn. We are facing a crisis of transformation in healthcare, education, energy, banking, transportation and government. Manufacturing and agriculture might also be reaching lowgrowth crises.

It's tempting to believe that Moore's Law, which correlates well with computing innovation rates, will solve these crises. But there seem to be some technologies which are disobeying the law. It we look back far enough we can see that well before Moore's Law, there were other technological 'laws' which led to rapid improvements in performance. In the 19th century steam engine efficiency grew exponentially. In the early 20th century innovations related to internal combustion and turbines meant that vehicle speed grew exponentially. In the mid 20th century, the miniaturization of electric motors meant their specific output increased exponentially. Steam, internal combustion, electric motors were all epoch-making enablers but, during those same epochs there were anomalous laggards. Not all diffusions conform to technological law governance.

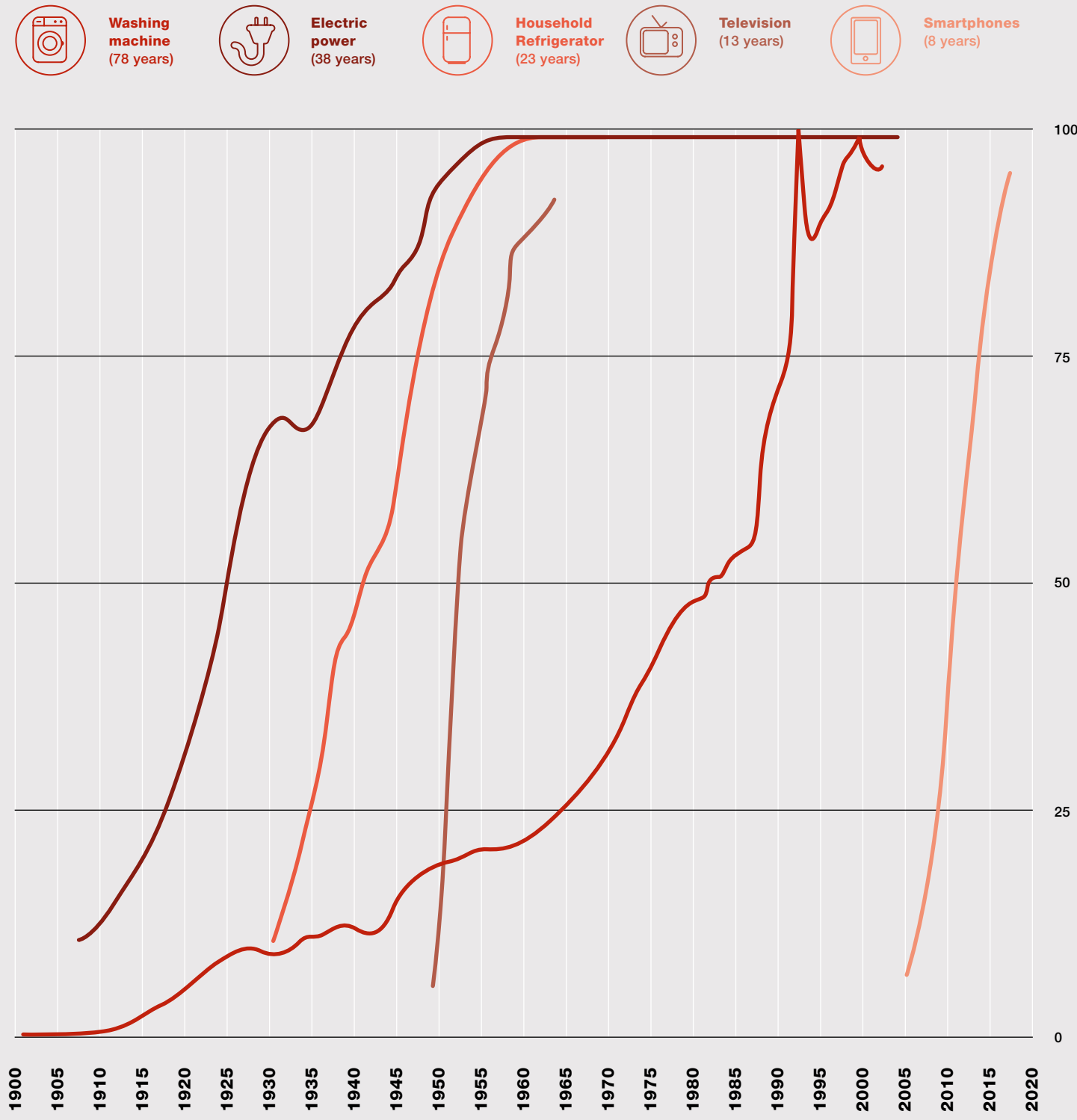
To find what else might be at work we compared products with similar enablers but differing diffusion rates. What we saw was that rapid growth was correlated with the absorbability of the innovation in the adopter's life. We call this 'conformability' to user circumstances or behavior. For example, the refrigerator rose quickly in popularity because it was easy to fit into any kitchen while a contemporary washing machine was slow because there was no room to install it in an apartment or into a farmhouse with no plumbing. We developed a way to quantify conformability by asking whether the adopter faced a minimum of five independences: purchase, assistance, time, space and learning.

We also observed a pattern of increasing granularity of value networks among the rapid diffusions. We call this 'collaborative' producer behavior. Smartphones rose quickly because they leveraged modular software, components, distribution via network operators and pre-existing internet content while electric cars rose slowly because they require integration, defeat current distributors' business models and need to be driven on roads built without charging infrastructure. We tested collaboration by asking whether the producer could recruit ecosystems, obtain network effects, distribution, supplier networks and leverage existing infrastructures.



### The S-curve by Everett Rogers

Is the most commonly used measurement of the rate that ideas come to be accepted.



### We define a 'modular business architecture' as the combination of conformable demand creation and collaborative demand fulfillment

In combination, conformability and value network creation proved to be powerful accelerants. This has led us to stating that creating independence of purchase simultaneously with a dependence on partnership leads to rapid adoption. We thus define a 'modular business architecture' as the combination of conformable demand creation and collaborative demand fulfillment. The duality of independence of purchase and dependence of supply explains the push/pull of market creation. We think of this as 'modularity' since the product or service acts as a module which slots easily into an adopter's world while simultaneously allowing partners to couple it to new business models that create additional points of value capture. The product has few dependencies as far as the buyer is concerned but has many dependencies as far as the seller is concerned.

Network effects and ecosystems tend to be underestimated which is why we expect wearables and cryptocurrencies to be very quickly adopted. On the other hand, physical infrastructure inertias are also underestimated. For example large-scale industrial 3D printing depends on new materials and replacement of production methods currently in use, requiring relearning and adaption will delay adoption. Electric cars suffer from fueling infrastructure, behavioral changes, ecosystem issues (grid

capacity), a lack of network effects and distribution questions. Photovoltaic power lacks in all aspects of conformability to the current power production systems and does not benefit from ecosystems or network effects to offset this. For this reason these technologies will be slower.

The observation that speed of adoption is governed by collaboration and conformability, or making solutions fit for purpose and doing so with the help of others is intuitively obvious. These forces of adaptability and collaboration are natural ways to make improvements. We can't argue against working together and making what customers' circumstances demand. And yet when we look at societal grand problems we see many attempts to explain the lack of improvements on other causes. Complexity, intransigence, inertia are easy targets but history shows that these are symptoms and not causes. The causes are actually far simpler. There is a lack of agreement on purpose of action and a lack of understanding of how to get there.

Businesses are organisms which respond to these challenges with profit models that align objectives and plans of action. It's a great lesson on how to make progress.



Horace Dediu

Horace Dediu is the founder and author of the market intelligence site Asymco.com, and also works as an independent analyst and advisor on mobile platform strategy. After receiving a Master of Science degree in computer engineering from Tufts University, he received a Master of Business Administration degree from Harvard University. He is a Senior Fellow at The Clayton Christensen Institute for Disruptive Innovation where he studies the impact of technology on the disruption of sectors such as banking, automotive and energy. Declared 'King of Apple Analysts' by Fortune Magazine, he has collaborated with Bloomberg, The Financial Times, The Economist, Forbes and has been cited over 350,000 times.

# DAILY LIFE IN AN ASIAN MEGACITY

‘To Infinity and Beyond’

by the Editorial Office

**PREFACE** Megacities are generally defined as those with more than 10 million inhabitants. In the early 1950s, only New York and Tokyo reached these levels, but according to UN figures, by 2025 there will be 39 supersized cities and more than 50% of them will be located in Asia.

What these trends show is a remarkable story about the way we are choosing to organize our lives, in the face of one of the most spectacular changes in human history: the new urban areas are growing fastest not in the traditional hearts of Europe and America, but in South and East Asia.

However, it is not just their rapid increase in size that makes these megacities fascinating. They look, feel, and behave differently, too.

Following the steps of Darcy Paquet and Mathew Scott, we will be immersed in the scent of Seoul and Hong Kong’s iconic past and rocketed to the top of their skylines. Maybe, we will also understand why our future will rise right there.



Hong Kong  
—China



Seoul  
—South Korea

## 서울특별시

(Seoul)



**68 Life in Seoul**  
by Darcy Paquet

## 香港

(Hong Kong)



**72 Life in Hong Kong**  
by Mathew Scott



# Seoul's Secret

by Darcy Paquet



PHOTO: ROBERT KOEHLER



PHOTO: ROBERT KOEHLER

Left:  
Neon alleys of Jongno  
on a rainy night

Right:  
Street food market,  
Gwangjang Market

Nineteen years ago when I moved from my small American hometown, where the cows outnumber the people, to the Korean metropolis of Seoul, I knew that life would be different. But the new lifestyle which I adopted wasn't quite what I expected. In many ways Seoul is fast-paced, competitive, dynamic – everything you'd expect from a city of 10 million people. But strangely, it also has more in common with my home village than I thought it would. Despite its size, contemporary Seoul is in many ways like a village.

By the word 'village' I mean a community where people are brought together by their daily routines, and feel that they share something in common. Seoul's status as one of the most technologically connected cities in the world provides much of the glue for this community, in which the distinction between online and offline becomes less important by the day. But excellent public transportation and a profusion of walkable neighborhoods mean that you are constantly rubbing shoulders with people throughout the day. A low crime rate (young people

leave their bags and laptops unattended on café tables when they visit the restroom) creates at least a basic level of trust among the city's inhabitants.

The rapidly expanding megacities of China, India and Indonesia are unquestionably the cities of the future. But to become familiar with older, more mature supercities like Seoul (or Tokyo, or Hong Kong) is to have a glimpse into the lifestyle of the future. Citizens of these cities have now spent many decades adjusting to life in such densely populated, technologically advanced, culturally dynamic communities. They have had time to exploit some of the opportunities, and tackle some of the challenges that such an environment entails.

There are the obvious challenges, such as learning how to live in smaller homes when property prices skyrocket. Creative design and innovations such as hideaway beds and movable walls have proven to be an effective way to get more out of less, with the micro apartments of Tokyo and Osaka serving as a particularly inspiring example.

But there's no question that attitudes towards the home have had to evolve in today's megacities. Westerners may have once coined the phrase 'a man's home is his castle,' believing that home is the place where one feels most complete and centered. But living in a building with 50-100 other families, as many middle and upper-class Seoul residents do, makes the word 'castle' seem absurd.

Instead, the city has developed in such a way that one can find home-like spaces outside of the home. Cafés, PC rooms, private karaoke clubs, luxury movie theaters etc. all provide services of some kind, but they double as places where one can feel something of the comfort of home, at any hour of the day. One can easily rent out large and small spaces by the hour to hold social or group meetings, or catch up on sleep in a 'nap café.'

There are positives and negatives to having one's 'spaces of comfort' spread out across a city. It's an odd sort of psychological division, that might leave a person feeling less centered. It's true that Seoul is an exceptionally anxious city, and the scattered





### Darcy Paquet

Darcy Paquet is a film critic and the author of *New Korean Cinema: Breaking the Waves* (2009). He works as a program consultant for the Udine Far East Film Festival and a delegate for the San Sebastian International Film Festival in Spain. He also frequently translates the subtitles for Korean films. In 2014 he launched the Wildflower Film Awards Korea, an annual awards ceremony for Korean independent and low-budget films. Originally from a small town near Boston, Darcy has been living in Seoul since 1997.

**The Asian megacity looks as futuristic and imposing as ever, but one thing it is not is impersonal. Life in an Asian megacity is intense, and personal**

way in which people lead their lives may be one contributing factor.

But there's another word that comes to mind when I think of life in Seoul, which is 'intimate.' The predominant lifestyle in South Korea's megacity creates a kind of intimacy with the city itself. It's not a relationship without tension – when I say that word to most Koreans they scoff, telling me of fights they had with neighbors whose noisy children make their lives miserable. But the love-hate relationship that many people feel for Seoul is an indication of how close they have grown to it. As we move deeper into the 21st century, the Asian megacity looks as futuristic and imposing as ever, but one thing it is not is impersonal. Life in an Asian megacity is intense, and personal.

A sprawling city extending over 605.52 square kilometers with a population of over 10 million and six underground lines, hosting the headquarters of many multinational groups and banks, Seoul lies on the banks of the Han River just across the border with North Korea. Suspended between its thousands of years of history, as witnessed by the monuments that survived the Fifties reconstruction, and its futuristic skyscrapers and shopping malls, it is one of the most dynamic Asian megacities today.





# Happy in Hong Kong

by Mathew Scott



With a surface of 1,104 square kilometers and a population of 7 million, Hong Kong (meaning 'Fragrant Harbor' in Chinese) is one of the two Special Administrative Regions of the People's Republic of China, along with Macao. After 155 years of British administration, it returned under Chinese sovereignty in 1997. China applies the 'one country, two systems' formula, which provides large administrative autonomy to its regions and freedom of economic initiative in return for their independence on foreign and defense policy.

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## Sheung Wan still provides a microcosm of Hong Kong as the city tries to keep pace with modern-day China's march towards the future



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Calvin Fok turns her attention to what's going on outside when asked why she set-up her business in Hong Kong's up-and-coming area of Po Hing Fong.

'Around here it feels like Hong Kong used to be,' says Fok, as a few weekday window-shoppers peer inside while breezing slowly down the cul-de-sac.

Fok's Fleur et Café is a relative newcomer to an area that has for more than 100 years hugged the fringes of the bustling heart of Hong Kong. Just a 10-minute walk away and you're smack in the middle of Central, one of the world's leading financial districts, but here, still, motion seems to move at a far more leisurely pace.

Even the gentrification of Sheung Wan – the suburb that surrounds us – has been a gradual affair, avoiding (so far) the breakneck, build-it-and-they-will-come mania that has afflicted much of this megacity's manic sprawl.

But Sheung Wan still provides a microcosm of Hong Kong as the city tries to keep pace with modern-day China's march towards the future.

So you can sit over coffee in Fleur et Café and ponder Fok's opening sentiment for an hour or so while reflecting on the question that's on everyone's lips here: how can this city and its people cope with such a rapid rate of change. The cafés and artists workshops sprouting up and down Po Hing

Fong share sidewalk space – for the moment at least – with traditional carpenters and tradesmen who were originally attracted to the street's position close to, but not in the thick of, the city, and by its cheap rents.

At the turn of the last century the lure was much the same. There were four- and five-floor walk-up buildings here that were home to one-woman brothels. Then-secret revolutionary societies such as the Tongmenghui (founded by Sun Yat-sen, the 'father of modern China') had a branch here and could be pretty much left alone.

For such a long time, Po Hing Fong seemed almost to be forgotten but, now, the surrounding tower blocks that by mid-morning have cast their shadows down this little back street are heralding the shape of things to come.

As is the case throughout Hong Kong, rents are soaring. You could grab a 300-ft studio flat here 15 years ago for HKD5,000 per month. Now it will set you back around HKD15,000.<sup>1</sup>

Fok's café, which also serves as a florist, was until two years ago used as a privately-owned storage room for a local antique shop. Now she rents the space for HKD40,000 per month.

Hong Kong is being forced to diversify. Economically, there are doubts being raised about the city's traditional roles as a port, still the world's fourth busiest, a financial

centre that can connect the world with China, and even as a tourist destination, now that mainland Chinese (the dominant source for Hong Kong) have started to look, and be able to afford to go, elsewhere on their holidays.

Diversification is what the city leaders are now trying to preach. So cafés like Fok's are finding their inspiration in Hong Kong but are adding flourishes from around the globe – she specializes in oriental-style flower arrangements and European-style coffee and cakes. And businesses everywhere are trying to find unique combinations of their very own.

It's what you need to stand out in a crowd. And Hong Kong is nothing if not one massive crowd. Cross Victoria Harbour from here and into Mongkok and, somehow, there are an estimated 130,000 people residing per square kilometer (in Italy, as a comparison, there are just 207; in Australia just three). But human beings are great adaptors and Hong Kong's seven-million-odd residents pride themselves on being able to move quickly with the times.

You learn to find space even where there appears to be none, switching your ears off while sharing tables in the overburdened cha chaan tengs (tea houses), ducking and weaving your way through the masses on their daily march to and from work, or moving out of the city, completely, and

into the New Territories and the many 'new towns' being built or planned to house future generations.

It surprises many visitors to learn that Hong Kong is crammed into just 1,108 square kilometers, but only about one third of the place has been urbanized. Country parks abound, and the people here are increasingly seeing the value of time spent in these areas in terms of their own physical and mental well-being. Like many major Asia cities, Hong Kong has become health conscious and people flock to the hills on

weekends to make use of the hiking and running trails that abound.

In terms of the future all eyes are looking north, and to China, which set up a Special Administrative Region in Hong Kong back in 1997 after regaining control of the city from Britain. The challenge is how to survive, even prosper, with the world's second-largest economy and its politics increasingly playing a role in a city that for more than a century has been able to live – and prosper – mostly by its own means.



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**Mathew Scott**

Mathew Scott has been a journalist for 30 years. Since moving to Hong Kong from Australia in 1994 to work on the South China Morning Post, he has witnessed the frantic city's evolution from British colony to one of China's Special Administrative Regions. Mathew tries (valiantly) to keep pace with Asia's rapid change by writing about it for a collection of the world's leading media outlets as he covers the realms of cinema and entertainment, sport and culture.

Previous page:  
Central District

Left:  
Wing Lok St,  
Sheung Wan

<sup>1</sup> Hong Kong dollar (HKD): approx. USD 0.12 or EUR 0.11 (as of July 27, 2016)



# GROWTH AND THE CITY: USA VS ASIA

by the Editorial Office

84 **Wild West Tech**  
project by Laura Morton



San Francisco  
— California, USA

PREFACE Through the eyes of two top photographers, we look at the effects on our daily lives of two growth phenomena: the expansion of Asian megacities and the technological evolution stemming from the USA.



78 **Lost in Paradise**  
project by Lek Kiatsirikajorn



Bangkok  
— Thailand



# Lost in Paradise

photo and commentary  
by Lek Kiatsirikajorn







“Lost In Paradise” is focusing on rural migrant workers who have left their region of origin to work and live in Bangkok, existing in no man’s lands of peri-urban settlements where, paradoxically, nature is beginning to reassert its authority. Through these images Lek aims to present an allegory for modern Thailand: the country as a whole, like these workers, left its past of agriculture behind in search of a better life, but now finds itself trapped between this lost history and a better future which seems to remain just out of reach. Lek spent 3 years to complete this project, started from 2011 and finished in 2013.

At the beginning of this project, I only wanted to photograph the landscapes to portray the contrast between nature and the modern development of Bangkok. My interest was shifted when I met rural migrant workers in these spaces, and started talking to them. They are from the countryside with their agricultural

background. Some of them have just moved to Bangkok for only a couple of years, some have been living here for a very long time, and some are the descendants of the previous generation. They come to the areas for food and for their leisure. Some of them even temporary live there. These spaces also function as sanctuaries to them in this modern city of Bangkok.

To me agriculture is the taproot of Thailand. Nearly half of the population are farmers. Our tradition and culture are directly related to it. In the 1980s, the Thai government at that time wanted Thailand to become the 5th tiger of Asia. It means the 5th industrialised and developed country, in line with Hong Kong, Singapore, South Korea and Taiwan. The government passed laws and regulations that urged the international industrial investments in the country. Since then the numbers of agricultural

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**The rural migrant workers are like Thailand. They left their past for Bangkok in the hope of a better future just to find themselves came to a standstill in the middle between their long lost past and their unobtainable future**





workforce have decreased. Vast areas of agricultural land have been turned into industrial districts. Young rural workers have been heading toward jobs in factories and other industries in big cities instead. This situation forces the older generations of farmer to continue working in the fields and when they get too old to work, there is no one to pass on their wisdom to. The decline of agricultural resources is one of the major problems Thailand is facing today.

It has been about 3 decades since the ambition of the Thai government in the

1980s. We still have not reached our goal of becoming the 5th tiger of Asia, not even close. Instead, our taproot has been rotted away by false policies. The rural migrant workers are like Thailand. They left their past for Bangkok in the hope of a better future just to find themselves came to a standstill in the middle between their long lost past and their unobtainable future. Only time can tell how long this big tree of Thailand will still be able to stand.

"Lost In Paradise" was produced with the support of the Quai Branly museum in Paris. Lek was one of the three selected

photographers for the 2012 photography grant. 13 of the 22 images from this series were included in the museum's photography collection.



## Lek Kiatsirikajorn

Lek Kiatsirikajorn was born in Thailand in 1977. He currently lives and works in Bangkok. He studied painting at Silpakorn University in Bangkok before switching to photography. After moving to England, he graduated at The Arts Institute at Bournemouth. He returned to Thailand in 2008. In 2012 he was selected for the 2012 photography residency by the Quai Branly Museum who supported his project 'Lost in Paradise', which took Lek three years to complete. Of the 22 images of the series, 13 have been included in the Parisian museum's photographic collection.



# Wild West Tech

photo and commentary  
by Laura Morton



Tales of enormous fortunes born out of the technology industry have brought a new gold rush that has gripped San Francisco and the Silicon Valley. Many young dreamers are flocking to the area with the hope of launching a successful start-up or striking it rich by joining the right company at the right time.

These individuals work long hours to build their companies. Their lives are intertwined: they live with each other, network with one another, compete with everyone, but also party together. I've witnessed entrepreneurs sleeping in their offices as they lacked the funds for rent. I've visited co-working spaces, where most of these start-ups originate from, and gained access to co-living houses – sometime referred as hacker hostels, where large groups of entrepreneurs live together in one building.

At the moment the buzz around the industry has created an environment where venture capital firms are willing to take big risks on young technology companies, making it one of the best times in history for start-ups to raise money. But is this another tech bubble? Can this exponential and uncontrolled growth be sustained? For every success story there are many more failures, yet most of these dreamers believe that the industry is a true meritocracy: those who deserve to succeed will do so.

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**For every success story there are many more failures, yet most of these dreamers believe that the industry is a true meritocracy: those who deserve to succeed will do so**





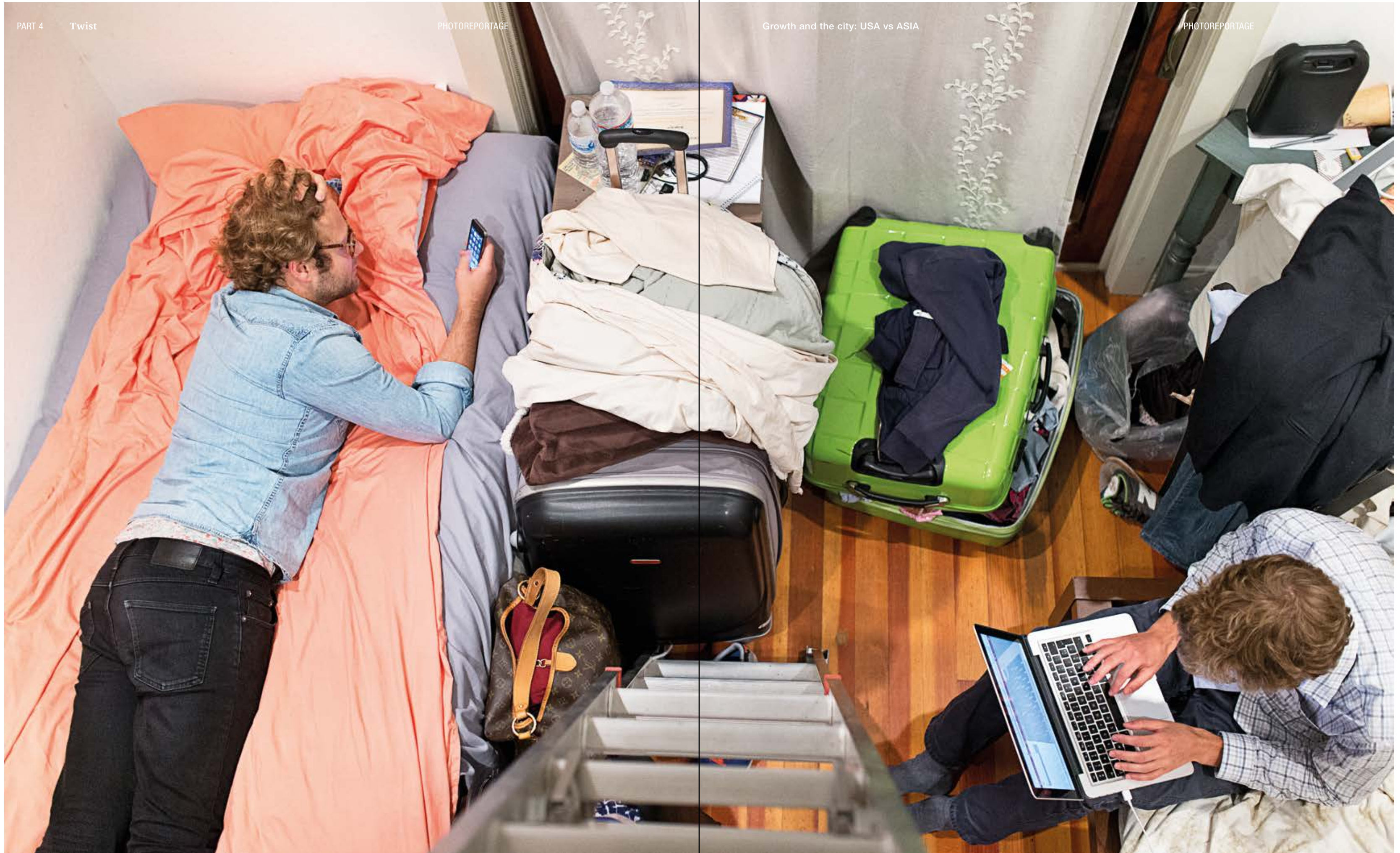




**Laura Morton**

Born in 1984 in Maryland, Laura Morton is a freelance photojournalist based in San Francisco. She has been featured in German GEO, Newsweek Japan, The British Journal of Photography, 6 Mois, National Geographic Traveler France, IO Donna, The Wall Street Journal, The New York Times and various other prestigious publications. In 2014, she received a grant from the Magnum Foundation Emergency Fund to begin working on her latest project, 'Wild West Tech,' which explores the innovative tech industry culture in San Francisco and Silicon Valley.







## The Team

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Piazza Duca degli Abruzzi, 2  
– 34132 Trieste, Italy  
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### Editor in chief

**Simone Bemporad**

---

### Editorial staff director

**Sarah Brady**

---

### Editorial office

#### Group Communications & Public Affairs

editorial.communication@generali.com

---

### Project Manager

#### Alessandra Gambino

+39 040 671149  
alessandra.gambino@generali.com

---

### Editorial staff

#### Paola Cabas

+39 040 671552  
paola.cabas@generali.com

---

### Rubens Pauluzzo

+39 040 671814  
rubens.pauluzzo@generali.com

---

### Shipping management

#### Rossana Flegar

+39 040 671103  
rossana.flegar@generali.com

---

### Graphics and page layout

**Acrobatik** – Trieste, Italy

---

### Language support

**Silvia Baldi** – Treviso, Italy

**Elena Berton** – Paris, France

**Alan Brighty** – Schaffhausen, Switzerland

---

### Printing

**Grafiche Antiga** – Treviso, Italy

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