

STEFANO ARMENIA

Senior Research, Sustainable Development & Organizational Change Manager

20+ years of experience in understanding organizational dynamics, model-based governance, matching organizational change targets with innovation and setting up projects to successfully and cost-effectively reach those targets. Defense & Security (cyber) and Sustainable Development Expert. Expert in fund raising for Research & Innovation/Development Programmes

--- *** Core Competencies *** ---

- Model-based governance/strategy
- Systems Thinking
- Modelling & Simulation
- System Dynamics, ABM, SNA
- Impact Assessment
- Scenario Analysis
- Future Studies
- Organizational Change
- Digital Transformation
- Sustainable Development
- Cybersecurity, Cyber Risks
- Solutions planning
- Design Thinking
- Fund Raising for R & I
- Big R&D projects management
- Program & Project management
- Business Process Reengineering
- Business Process Management
- Software Lifecycle Management
- Team building & leadership
- IT Service Management & Operation

h-Index (Google Scholar): 11 / h-Index (Scopus): 7 / RG-score: 17.07 / ORCID: 0000-0002-0777-4004

WORK EXPERIENCE

INDIRE (Istituto Nazionale Documentazione Innovazione Ricerca Educativa) - Aug 2020 – Present
Rome
Research Fellow

- Support to the teaching activities in favor of the IUL educators (Italian University Line – Università Telematica degli Studi) in order to introduce Systems Thinking and System Dynamics in all IUL educational practices
- Support to project IO PROPONGO and to the INDIRE communication activities
- Full reorganization of the IUL structure
- Organization of several events aimed at stimulating the uptake of Systems Thinking and System Dynamics into the Italian school ("Climate Action Simulation" - <https://www.indire.it/2021/09/20/indire-ospita-il-workshop-en-roads-an-online-climate-action-simulation/> and "Pensiero Sistemico: tra Organizzazione Aziendale e Sostenibilità", with the participation of Piero Angela and Enrico Giovannini - <https://www.iuline.it/pensiero-sistemico-tra-organizzazione-aziendale-e-sostenibilita-webinar-venerdi-11-dicembre/>)

LCU – Link Campus University - Rome Sep 2017 – Present
Research Fellow

- Member of DASIC Research Center (<http://dasic.unilink.it>)
- Head of the Laboratory on "Modelling and Simulation" (<http://unilink.it/ricerca/laboratori-di-ricerca/>)
- Lecturer of the course on "Organizational Behavior" and "Business Organization"
- EU and national/regional research proposals management & coordination (
- Coordination of ECHO, STEPWISE, e-SMARTEC EU projects + a few tech transfer research projects

SYDIC – System Dynamics Italian Chapter (no-profit scientific social promotion association) Sep 2015 – Present
President

- Coordinator of the **BRISWA** Project, funded by EACEA under the E+ Sport Programme (www.briswa.eu)

- Technical coordination of SYDIC's activities in the **SUSTAIN** Project (<http://sustainerasmus.eu/>, funded under the E+ Programme by IKY (Greece))
- Lead Coordinator of the **SYSTEMA** Project (2020-1-IT02-KA204-080082), partner in the **PMBog** Project (2020-1-IT02-KA204-079724) and the **SUMHEIS** Project (2019-1-IT02-KA203-062984), funded under the E+ Programme
- EU and national/regional research proposals management & coordination
- Co-Director of the SYDIC Summer School (2017 and 2022 editions)

EII - Engineering Ingegneria Informatica SpA

May 2010 – Jan
2022

Senior Consultant

- Consultant on the assessment and evaluation of ICT/IT and Cyber Risks in complex organizations (financial and banking sector)
- Bid Manager, Project Manager and Professional Consultant for the Aerospace, Defense, Security & Maritime Authorities BU.
- Extensive knowledge of main funding programs at national (Italian PNRM) and International level (EU, ESA, EDA, EEAS, FRONTEX, NATO, etc.) with a specific experience with research programs.
- Project Manager for the CERS/SVD project (UK MCA) and the LEA Study (FRONTEX)
- Coordinator of several activities in the PERSEUS project (FP7-Security),
- Design of the project proposal SIMONA (ESA)
- Various successful proposal presented at the **PNRM (Piano Nazionale di Ricerca Militare – National Programme for research in the Military & Defense Sector)**

SAPIENZA University of Rome

Nov 2008 – Sep
2017

Research Fellow

- 2008-2012: @CATTID Research Center (expert on: process improvement, optimization and simulation, analysis of impacts of new technologies on organizational performance, elearning and business simulations)
- 2013-2017: @CIS, Center for Cyber Intelligence and Information Security.
 - Coordinator of the **CRISADMIN Project** (CIPS2011 - www.crisadmin.eu) and of the **ATTACS Project** (www.attacs.eu), dealing with the System Dynamics modeling and simulation approach to critical infrastructure protection and security.
 - Technical coordination of the **CROSSOVER Project** (FP7-ICT-2011-7 - www.crossover-project.eu)
 - Author of the Cyber Security Reports 2014, 2015 (the latter constituting the proposal for a CyberSecurity Framework at National level - <http://www.cybersecurityframework.it>) and 2016
 - One of the authors of the first version of the FCNS (Framework Nazionale di Cyber Security)
 - Teacher in the laboratory course on "Modeling & Simulation" for the Master Degree students in Management Engineering (<http://www.ingegneriagestionale.uniroma1.it/?q=archivionotizie/laboratorio-modellazione>) - TO DATE
 - EU-research proposal management & coordination

ALTRAN Italia

May 2008 – May
2010

Professional Consultant

- Consultant as deputy Program Manager on big development programmes for the **SELEX** company of Finmeccanica (**EUCCIS, Baynunah**). Business Process Analysis Reengineering and Design of logistic activities for the Italian Navy Carrier "Cavour"

CNIPA – Centro Nazionale per l'Informatica nella Pubblica Amministrazione

Jun 2005 – May
2010

Professional Consultant

- CNIPA, the National Center for IT in the Italian Public Administration) was the former name of what is today known as AGID, the Agency for the Digital Italy.
- Observatory on the adoption of OSS in the Italian Public Administration (QUALIPSO Project)
- Design of the technical rules and guidelines for the Public Connectivity and Cooperation System for the Italian Public Administrations (SPC/SPCoop)
- Member of the R&D Lab at CNIPA

ESE – Enterprise Solutions Engineering Srl

Oct 2005 – Jul
2009

Partner & Solution Manager

- Project manager, ICT BU Coordinator, Pre-Sales
- Coordinator of the Logistic Network Optimization project for SDA Express Courier
- Technical Management of some activities for the KEEN Project (Knowledge Elicitation in Extended Enterprises Networks), for the knowledge retrieval and extraction from structured and non-structured data sets.
- Technical Coordinator of the "Aniene Partecipata" eDemocracy project

CURRENT TEACHING ACTIVITIES

Lecturer (@Sapienza University of Rome, Italy // 2016 – To date)

- Teacher in the laboratory course on "Modeling & Simulation" (**ING-IND/35**) for the Master Degree students in Management Engineering (<http://www.ingegneriagestionale.uniroma1.it/?q=archivionotizie/laboratorio-modellazione>)

Lecturer (@Tor Vergata University of Rome, Italy // 2018 – To Date)

- Teacher in the course on "Business Information Systems" (**SECS-P/10**) for the Master Degree students in the Faculty of Economics (<https://economia.uniroma2.it/cdl/biennio/clem/faculty/517/>)

Lecturer (@Politecnico di Torino, Italy // 2022 – To Date)

- Teacher in the course on Young Talents Challenge at the Politecnico di Torino (https://didattica.polito.it/percorso_giovani_talenti/anno_3_ingegneria_aa_2021_22)

Lecturer (@University of Pisa, Italy // 2022 – To Date)

- Teacher in the course on "System Dynamics Modeling & Simulation for Sustainable Development" for the DESTEC PhD Students students (https://www.destec.unipi.it/images/dottorato/Locandina_SYMOSS_EN.pdf)

OTHER PAST EXPERIENCES

1999 - 2008

Lecturer & Post-Doc (@TOR VERGATA University of Rome, Italy // Jan 2005 – Oct 2008)

- Lecturer on Modelling & Simulation, Project & Process Management, System Dynamics

Consultant (@STON Srl, Rome, Italy // Jan 2004 – Feb 2005)

- ICT and Business Consultancy, Bid Manager

Consultant (@FORMEZ, Rome, Italy // Mar 2002 – Dec 2004)

FORMEZ is still today the Educational Institution for the Italian Public Administrations (at local and central level)

- Consultancy on eGovernment and Open Source Software.

Simulation Developer (@LOGO 2000 Srl // Jan 2002 – Dec 2002)

- Responsible for the division dealing with the design and development of Business Games and Interactive Learning Environments with the System Dynamics modeling & simulation approach.

System Analyst (@SEMA Group, now ATOS Italia // Oct 2000 – Dec 2001)

- System Analyst for an IT Project for the TELECOM Italia SpA TLC company.

Officer (Ensign @ITALIAN NAVY // Mar 1999 – Jun 2000)

- Italian Naval Academy and then General Staff, Section of Operations, Training, Intelligence and Statistics (PG/OP 3 rep.)

EDUCATION

PhD in Business Engineering & Management

Nov 2001 – Dec 2004

TOR VERGATA University of Rome

- Doctoral Thesis on Software Project Management, analysis of management techniques and cost estimation methods, according to the latest software engineering techniques and theories, development of a dynamic simulator. Dissertation Title: "Improving the performance of software development projects: a System Dynamics approach".

Master in Business Engineering and Administration

Dec 2001 – Dec 2002

TOR VERGATA University of Rome

Master Degree in Computer Engineering

Nov 1990 – Dec 1998

SAPIENZA University of Rome

- Automation & Robotics (106 on 110)
- Dissertation Title: "Control Techniques of Autonomous Mobile Robots" (RoboCup 1998, Paris, France)

High School Degree

Sep 1985 – Jun 1990

QUALIFICATIONS

- **ASN 2021 (SECS-P/10): currently, 3 out of 3 median indicators fulfilled (M1: 2, M2: 3, M3: 43)**
- VP Chapters and SIGs of the Policy Council of the System Dynamics Society - www.systemdynamics.org
- President of the System Dynamics Italian Chapter (SYDIC) - www.systemdynamics.it
- Former IT and Communication Officer of the EURAM (European Academy of Management) - www.euramonline.org
- Scientific Committee of the Business Systems Laboratory (BSLab) - www.bslaboratory.net
- Co-Editor in Chief of the KYBERNETES Journal (Emerald Insight)
- Associate Editor for the International Journal of Systems and Society (IJSS, IGI Global)
- Editorial Board of the International Journal of Markets and Business Systems (IJMABS, Inderscience)
- Guest Editor for the International Journal of Applied System Sciences (IJASS, Inderscience)
- Guest Editor for the Agricultural Systems review (AGSY, Elsevier)
- Guest Editor for the Journal of Simulation (JoS, Taylor&Francis)
- Guest Editor for the SYSTEMS journal (MDPI)
- Guest Editor for the PuntoORG International Journal
- Organizer of several international conferences/workshops/symposia (www.systemdynamics.it)
- Member of the Italian Board of professional Engineers - www.ording.roma.it
- Languages: Italian (mother), English (C2), French (B1 to C1), German (A2 to B1)
- Certificate of Proficiency in the English language

INTERESTS

- **Personal skills and competences**
 - Leadership, team coordination and organization, acquired both as a former member of the Italian Naval Academy and then as a Navy Officer (Ensign). I've also worked several times abroad, thus having the chance to deal with different cultures and interacting with people of different languages (especially english, french and german).
- **Communication skills**
 - I have a high sense of team working and I deeply believe in the enrichment coming from the integration of cultures and disciplines. Talking to people (also in different languages) is a way of understanding different cultures as well as also an excellent method for continuous learning, especially in specific working contexts.
- **Organizational / managerial skills**
 - Leadership, team coordination and organization, analytic and systems thinking, attitude towards strategic planning and decision-making. Organization of multi-cultural events.

PUBLICATIONS

Author of more than 100 scientific publications, on Conference Proceedings, Peer Reviewed Journals and into Published Edited Books
A full track record of scientific publications and an academic CV is available upon request.

Associate Editor (and Guest Editor in various issues) and Editorial Board Member for various journals at international level (System Dynamics Review, SYSTEMS, International Journal of Organizational Theory and Behaviour, Journal of Simulation, International Journal of Applied Systems Sciences, etc.).

Former Co-Editor in Chief of the Kybernetes Journal.

REFERENCES

All references will be made available upon request.

Il sottoscritto Stefano Armenia, consapevole delle sanzioni penali previste dall'art. 76 T.U. 445/2000 nel caso di mendaci dichiarazioni, falsità negli atti, uso o esibizione di atti falsi, contenenti dati non più rispondenti al vero, dichiara che quanto riportato corrisponde a verità.

Roma, 16/05/2022

In fede
Stefano ARMENIA