

**LET'S
LEAD
THE
FUTURE**



GNAM WEEK 2026

Global Network Week

**Italian Excellence
Mastering Lifestyle Management**

19 – 23 October 2026

Dear MBA participants,

The course designed for the GNAM network focuses on an innovative and inspiring area of management: the lifestyle experience that brands can integrate into their business models. MBA students will explore best practices in lifestyle management, particularly in Italy, a country renowned for its expertise in sectors where "Made in Italy" is a significant advantage, such as fashion and luxury, and food and beverage. They will draw inspiration for innovative solutions applicable to industries of their interest.

Through case discussions and concrete examples, MBA students will examine how Italian and European fashion, luxury, and food industries are leading a paradigm shift driven by technological advancements, climate concerns, and socio-demographic changes. These industries demonstrate resilience by redesigning business models to include lifestyle components and breaking away from conventional paths. Led by esteemed faculty experts, the course will feature interactive lectures, hands-on challenges and assignments, guest speakers, and company visits.

Learning goals:

Days 1. Phygital Context:

- Gain proficiency in navigating the global phygital terrain
- Understand the holistic framework connecting phygital marketing elements to essential aspects of lifestyle management
- Develop skills in charting and engaging ideal audiences, focusing on business-to-human (B2H) interactions
- Learn strategies for implementing experiential marketing tactics

Days 2. Insights from the Food & Beverage Industry:

- Understanding the growth paths in the F&B sector
- Understanding the sources of competitive advantage related to M&A growth in the F&B
- Understanding the key distinguish factor of Made in Italy in the F&B industry

Days 3-4-5. Lifestyle industries:

- Identify the key trends and challenges in lifestyle industries
- Identify the key factors determining the resilience of business models in lifestyle industries
- Describe the key elements of successful business models in lifestyle industries based on radical innovation

The program will consist of:

- 1) Lectures, work in small groups, guest speakers, company visits
- 2) Your work **in small groups (groups A)** on in-class assignment A (**due on October 20, 12.30 p.m., 40% of the grade**)
- 3) Your work **in small groups (groups B)** on assignment B (**due on October 22, 12.30 p.m., 30% of the grade**)
- 4) Your work **in small groups (groups C)** on the learning journal (**due on October 23, 5.30 p.m., 30% of the grade**)
- 5) Our written feedback to your assignments

Attendance is mandatory. Each day of the week will be counted as 20% of the total attendance.

To get the final certificate, you must attend at least 80% of the course.

Teaching materials are provided by the instructor and uploaded on Blackboard.

Certificate and grading:

1. All assignments will be graded and we will give you a final overall grade (see point 5). You will be awarded a course certificate in case all your assignments are passed (at least "low pass").
2. To "pass" group assignments you will need to show your minimum ability to apply concepts discussed in class to real cases and situations.
3. To obtain a "pass" for your "learning journal" your small group will need to synthetically describe at least one "lesson learnt"/"aha moment" for each day of the program.
4. For all assignments you will be provided qualitative feedback that we will be posted via Blackboard.
5. We will post on Blackboard a final overall grade for the assignments, as per Grading Scale below:

International Scale	Equivalent out of 30
Honor Pass	29-30L
Pass +	25-28
Pass	21-24
Low Pass	18-20
Fail	<18

All course materials will be posted via SDA Bocconi learning platform. You are provided your personal ID to access the platform.

We are looking forward to meeting you!

CONTACTS:

Program Coordinator:

Prof. Chiara Piancatelli, chiara.piancatelli@sdabocconi.it

Program Management Specialist;

Ms. Alice Dealessi, alice.dealessi@sdabocconi.it

Classroom for the morning (9.30 a.m. - 12.30 p.m.) of the 19th of October:
Auditorium Ferrero

Classroom for the rest of the week: *C.M0.02, Ground Floor, Master Building*

Monday 19 October 2026

Phygital Context & Lifestyle Management

9.00 – 9.30 a.m.	Participants Check-in: 9:00 Welcome Coffee: 9:00–9:30 Institutional Welcome and Program Overview: 9:30 Prof. Stefano Caselli, Dean, SDA Bocconi Prof. Vincenzo Baglieri, Associate Dean for Masters Division, SDA Bocconi Prof. Stefano Pogutz, Academic Director MBA Full-Time, SDA Bocconi Prof. Chiara Piancatelli, Associate Professor of Practice, SDA Bocconi
9.45 – 11.00 a.m.	Exploring the Phygital Context and Key Elements of Lifestyle Management Prof. Chiara Piancatelli, SDA Bocconi
11.00 – 11.15 a.m.	<i>BREAK</i>
11.15 a.m. – 12.30 p.m.	Presenting a Strategic Framework for Designing Experiential Activations Prof. Chiara Piancatelli, SDA Bocconi
12.30 – 1.30 p.m.	<i>APERITIVO LUNCH BREAK (on campus)</i>
2.30 – 5.30 p.m.	Company visit: Pomellato, via Neera 37, Milano Independent Transfer (30 minutes by walking from campus main entrance OR tram nr. 15 OR taxi) Prof. Chiara Piancatelli, SDA Bocconi
Teaching Materials	Slides from the Instructor
Suggested readings	• Bain & Company & Fondazione Altagamma (2025). Luxury Goods Worldwide Market Study – 24th Edition. Bain & Company. • Fondazione Altagamma (2025). Altagamma Monitor 2025: Worldwide Luxury Market Overview. Milano: Altagamma. • McKinsey & Company (2025). State of Fashion / State of Luxury 2025: Digital acceleration and experience-led growth. • Deloitte (2025). Global Powers of Luxury Goods 2025: Rewriting the rules of luxury growth. Deloitte Insights. • Boston Consulting Group (BCG) (2025). The future of luxury: experience, scarcity and digital ecosystems.

	• Testa, D. S., & Slaton, K. (2025). The future is phygital: integrated content analysis of retail strategies across digital, physical, and phygital modalities. Journal of Retailing. • Mele, C., Di Bernardo, I., Ranieri, A., & Russo Spena, T. (2024). Phygital customer journey: a practice-based approach. Qualitative Market Research. • Testa, D. S., & Slaton, K. (2025). The future is phygital: integrated content analysis of current retail strategies and future priorities across digital, physical, and phygital modalities. Journal of Retailing. • Mele, C., Di Bernardo, I., Ranieri, A., & Russo Spena, T. (2024). Phygital customer journey: a practice-based approach. Qualitative Market Research: An International Journal, 27(3), 388-412
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Tuesday 20 October 2026

F&B and Made in Italy

9.00 – 11.00 a.m. <i>BREAK</i> 11.15 a.m. – 12.30 p.m.	Critical Success Factors of Authentic Italian Food & Beverage Strategies Campari Case Discussion: The growth of an Italian Iconic Brand. Campari Case Discussion: The Growth of an Italian Iconic Brand Work in small groups on Assignment A Assignment A due on October 20, 11.15pm Prof. Vittoria Veronesi – Prof. Olga Annushkina, SDA Bocconi <u>Pre-readings required:</u> • Campari Case, Morelli M. & Santoli E. • Campari Red Passion Case, Corbetta G. & Salvato C. • The Italian ‘Entrepreneurial Formula’: a systemic approach to strategy • “The evolution of Made in Italy”, Veronesi V., Schiavello M., 2023, Palgrave McMillan, Chapter 3.
12.30 – 1.30 p.m.	FREE LUNCH BREAK
1.45 p.m.	Transfer by bus. 13.45. Meeting point: via Sarfatti 10, Milano (in front of the Campus main entrance).
3.15 – 6.15 p.m.	Critical Success Factors of Authentic Italian Food & Beverage Strategies Company Visit: Berlucchi Franciacorta, Piazza Duranti 4, Borgonato (BS) Prof. Vittoria Veronesi – Prof. Olga Annushkina, SDA Bocconi

Wednesday 21 October 2026
Made in Italy and the Italian Beauty Industry

9.00 – 11.00 a.m.	The Italian Beauty Industry: scenario, market and trends Guest Speaker: Giulia Buna, KIKO Prof. Gabriella Lojacono , SDA Bocconi
11.00 – 11.15 a.m.	<i>BREAK</i>
11.15 a.m. – 12.30 p.m.	The Italian Beauty Industry: scenario, market and trends Guest Speaker: Giulia Buna, KIKO Introduction to assignment B Prof. Gabriella Lojacono , SDA Bocconi
12.30 – 2.00 p.m.	<i>CAMPUS TOUR AND FREE LUNCH BREAK</i>
2.00 – 4.00 p.m.	The Italian Beauty Industry: scenario, market and trends Guest Speaker: Fabio Franchina, Cosmetica Italia Prof. Gabriella Lojacono , SDA Bocconi
4.15 – 5.45 p.m.	The Perfume World Guest Speaker: Ambra Martone, ICR Cosmetics LabSolue Magna Pars Prof. Gabriella Lojacono , SDA Bocconi
Teaching Materials	• Ermenegildo Zegna: Balancing Tradition and Sustainable Innovation • Bottega Veneta: Prioritizing Value Over Volume to Preserve Authenticity

Thursday 22 October 2026
The Italian Beauty Industry

9.00 a.m.	Transfer by bus to Intercos Europe Spa Meeting point: 9.00 a.m. in via Sarfatti 10, Milano (in front of the campus main entrance).
10.15 a.m. – 12.15 p.m.	Lifestyle industries & resilient business models in action: company visit. Company visit: Intercos Europe Spa, Str. Provinciale 472 Bergamina 26010 Dovera – CR Prof. Gabriella Lojacono , SDA Bocconi
12.30 p.m.	Transfer by bus to SDA Bocconi: 12.30 p.m.
1.30 – 2.30 p.m.	<i>FREE LUNCH BREAK</i>
2.30 – 5.30 p.m.	Presentations of Assignment B Prof. Gabriella Lojacono , SDA Bocconi

Friday 23 October 2026
Innovation in lifestyle industries

9.00 – 11.00 a.m.	Italian contract manufacturing Guest Speakers: Roberto Bottino and Arwen Imperatori Antonucci, Ancorotti Cosmetic Debrief and feedback Prof. Gabriella Lojacono , SDA Bocconi
11.00 – 11.15 a.m.	<i>BREAK</i>
11.15 a.m. – 1.00 p.m.	Program wrap-up through a <i>Lifestyle Brand Case Discussion</i> Prof. Chiara Piancatelli , SDA Bocconi
1.00 – 2.00 p.m.	<i>FREE LUNCH BREAK</i>
2.00 – 5.30 p.m.	Work in small groups on learning journal (Assignment C) 17.30: submission of learning journal (Assignment C) Prof. Chiara Piancatelli , SDA Bocconi