



VeniSIA



Ca' Foscari
University
of Venice
Spin Off

Venice, the oldest city of the future®

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VeniSIA Prologue

“- There is still one of which you never speak.
Marco Polo bowed his head.
- Venice, - the Khan said.
Marco smiled. - What else do you believe I have been talking to you about?
The emperor did not turn a hair. - And yet I have never heard you mention that name.
And Polo said: - Every time I describe a city I am saying something about Venice.”

Italo Calvino, Invisible Cities, 1972





VeniSIA

Aim of this document

Launched in **2021**, VeniSIA transitioned into a **private company** and **university spin-off** in **2024**, focusing primarily on venture building to **amplify the impact of Italian research and facilitate technology transfer** to the business sector.

The document’s aim is to attract institutions, companies and individuals who share the belief that **VeniSIA (Venice Sustainability Innovation Accelerator)** is the perfect background to provide ideas and solutions for those sustainable development challenges that are applicable to Venice fragile and unique environmental ecosystem, and yet scalable, to the **benefit of the whole planet**.

With this aim, the document presents:

- 1. VeniSIA’s executive summary, introducing Venice’s problems, solutions and benefits;
- 2. VeniSIA's mission and vision, and its ambition to repopulate Venice;
- 3. VeniSIA's location, supporting the choice of Venice as a highly effective one;
- 4. VeniSIA's way of working, starting from its operating model.



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1

VeniSIA

Executive summary

I

The problems of (not only) Venice

Venice is facing vital sustainable development challenges, such as drowning, over-tourism, depopulation, and other extraordinary cities share similar environmental and social problems. Sustainable Development Goals (SDGs) are an urgent call to action for individuals, nations, and companies, urging them to adopt new production models.

The latter requires developing and testing new business ideas and technology solutions. Through VeniSIA, **companies** can leverage their:

1. **Human Capital;**
2. **Innovation Needs;**
3. **Infrastructures & Industrial Expertise;**
4. **Intellectual Property.**

VeniSIA is a venture builder and its ambition is to collect all global efforts to achieve the SDGs, mainly related to climate change and other environmental problems, with the ultimate aim **to turn Venice into the oldest city of the future.**

II

The solution powered by VeniSIA

VeniSIA addresses Venice's sustainable development challenges through an **acceleration process** where:

1. **established companies identify their main sustainable development challenges:** VeniSIA helps international and national companies design sustainability innovation projects, with the aim to develop it in Venice as a city lab;
2. **sustainability researchers and startupers develop consistent solutions:** VeniSIA supports companies to identify and engage national and international most qualified researchers and startupers;
3. **master's students get internships within VeniSIA's program:** VeniSIA supports companies to identify and engage (not only) Ca' Foscari University's top master's students along their internship to support the sustainability innovation projects;

4. **additional independent remote workers join Venice:** VeniSIA establishes and manages a community of innovators, able to attract worldwide remote workers, interested in a unique living and working experience in Venice.

VeniSIA copes with the sustainable development challenges exploiting Venice as the perfect **acceleration context**:

1. **to attract researchers and startupers**, and additional remote workers, allowing them to live a unique life experience while coping with the extraordinary sustainability challenge of saving the most beautiful city in the world;
2. **to inspire VeniSIA's community of innovators** to transform tradition into innovation. Venice serves as a reference point, demonstrating which economic, social, and cultural elements have endured over time, thereby embodying sustainability;
3. **to develop successful strategic plans**, leveraging the expertise and methodologies of the School of Professor Carlo Bagnoli;
4. **to promote a sustainability innovation project worldwide**, as a first step to unlock its market potential, and consequently the brand of the established company, exploiting Venice international visibility as a marketing booster.

III

The benefits for business and society

Companies benefit from VeniSIA because they get:

1. **a potential solution of their main sustainable development challenges**, leveraging VeniSIA's community of innovators and Ca' Foscari University physical and intellectual assets;
2. **a potential commercialization of solutions** if they can prove to be able to cope with global challenges, promoting them to international investors and venture capitalists (VCs);
3. **a guaranteed increase of their brand awareness**, proving sustainability and innovation leaders to meet the SDGs with the aim to save Venice;

People and planet benefit from VeniSIA because it allows:

1. **a definitive step toward preventing Venice from becoming a deserted, flooded Disneyland**, repopulating the city with a community of innovators to turn it into the first 100% sustainable city, the oldest city of the future;

2. **a probable exploitation worldwide of the successful new business ideas and technology solutions** to climate change and other environmental challenges, as, if they work in Venice, they will work everywhere.

VeniSIA's ultimate ambition is to make Venice a successful example for the whole world in terms of human capacity to fix its mistakes. VeniSIA's ultimate ambition is **not to make an accelerator in Venice but to make an accelerator out of Venice.**

2.1

SUSTAINABILITY

Deep Tech

According to the UN International Panel on Climate Change (IPCC), the major floods that have so far affected some coastal cities and islands once every 100 years could become annual events by 2050. And, if emissions continue to rise, global sea levels will get one meter higher by the end of this century.

Recently, we witnessed huge, record-breaking floods, and Venice *Aqua Granda* in November 2019 is probably the most impressive example of the global emergency we are dealing with. **Solutions to climate change challenges help to solve many other global environmental problems** (air, soil and water pollution, ocean acidification, biodiversity loss, land system change, etc.).

Venice is exposed to an additional issue, related to its dependence on a tourism-driven economy. Suddenly, **the city revealed its fragility and the drawback of a monoculture economy** dominating the town, losing more than 30M tourist visits per year in a 5 km² historical city. The drop of presences adds to the depopulation of Venice, losing 1,000 residents per year because of the high costs of housing and offices.

Environmental scientists warned us to make fast and radical changes on current consumption and production models (energy, transport, etc.) in order to limit the temperature increase within 1.5 degrees Celsius by the 2nd half of 21st century, as the Paris agreement in 2015 stated and COP29 in 2024 reaffirmed. Consequently, environmental economists warned us to make fast and radical changes on current business models.

On the left:
St. Mark's Square, November 2019
Credits © Paolo Colombatti Rai Tgr Veneto

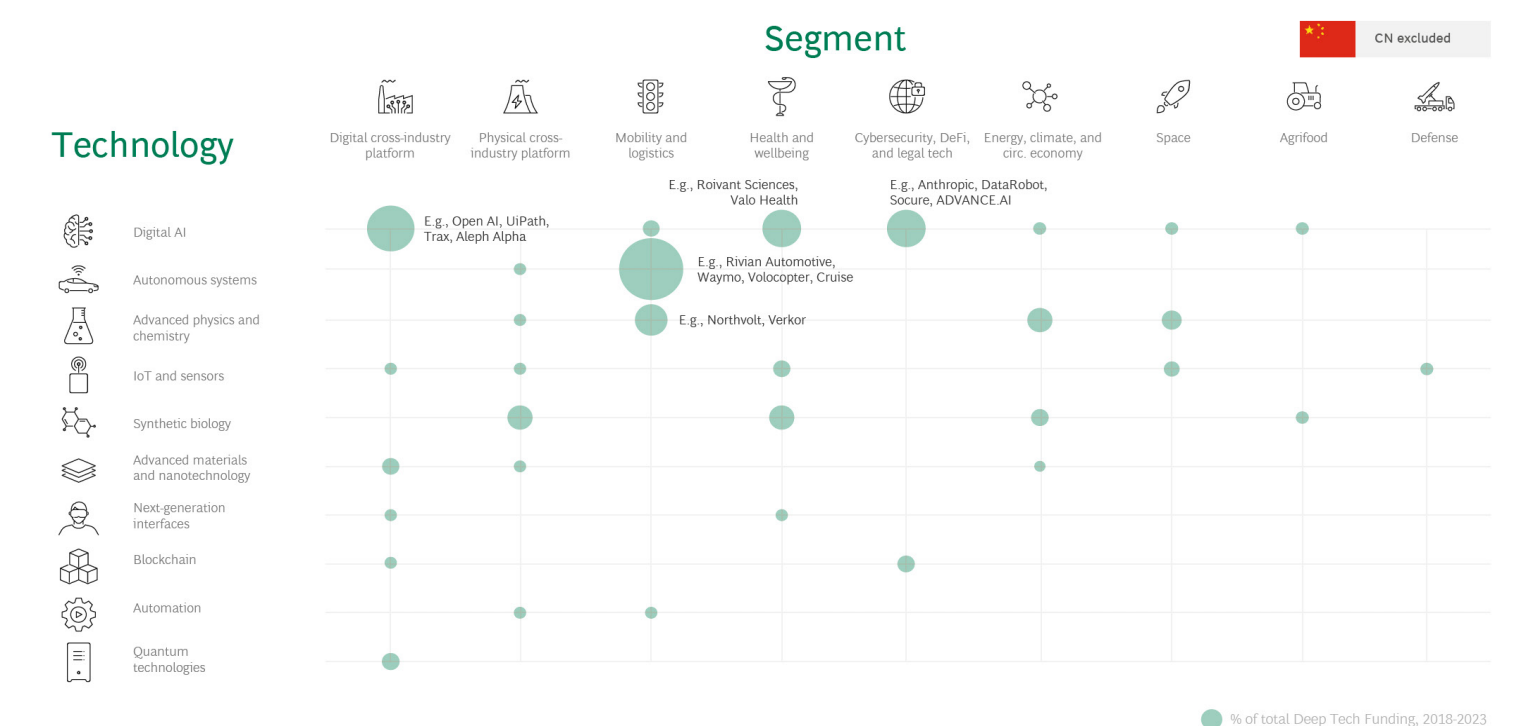
On the right:
From Lab to Leader
Copyright: Boston Consulting Group, 2024

Deep tech has become mainstream in investment categories, with funds pouring into a range of technologies and application areas.

The goal is to transform the “either/or” relationship between the dimensions of sustainable development (environmental & social vs. economic) in a “both/and” one. The “sine qua non” condition is to shift **from linear business models to circular ones**. Only radical business models’ innovation, mediating between technology development and profit creation, will enable us achieve the environmental SDGs.

VeniSIA addresses the SDGs through a **Deep Tech** approach - a problem-oriented (not technology-driven) approach to innovation.

It is not about finding the best use case for a new technology, rather, the new technology has to be the best solution among all possible solutions to solve a current problem. Deep Tech ventures frequently work on solving **large-scale issues**, including **climate change and sustainability**. As shown in the table, deep tech investment spans multiple technologies and industries, demonstrating its mainstream adoption and relevance in addressing both environmental and economic imperatives. By investing in deep tech now, corporates can secure a piece of the growing deep tech pie.



2.2

INNOVATION
Past, present and future

Venice is a global example of the need for **sustainability innovation**, since it is one of the cities most affected by environmental unsustainability. It suffers the effects of climate change on a daily basis: seasonal floods get more frequent and last longer, damage to historical buildings and monuments is increasing and the risks to lose some of the most significant masterpieces is imminent.

Venice was once a global example of **environmental innovation**. Since its founding in March, 421, as a cluster of 124 island settlements, Venice gradually merged into the city we know today. The city was designed as an effort to save land from the lagoon and defend it from the sea. Buildings built on wooden stilts, without fixed masonry, were designed to adapt to a muddy ground.

Venice was a global example of **social innovation**. It was the longest surviving independent republic, able to innovate its government and develop a complex system of checks and balances and to attract and integrate different people and cultures. It also made the first attempt to reduce poverty, as the “Scuole” (Schools), developed in Venice since the 13th century, were private institutions able to collect donations and reduce poverty and other social problems of the time.

Venice can be a global example of **sustainability innovation**. It must become the first 100% sustainable city: “the oldest city of the future®”. The rich diversity of the city’s urban and cultural fabric, its uniqueness and dynamism naturally give Venice a leading role in sustainable living, emerging from a new dialogue between liberal arts and science, humanities and technology, biology and engineering, tradition and innovation.

Below, on the left:
- First “Bird’s-eye view map of Venice” from a 300 meters distance, 1500 - Jacopo de’ Barbari

Below, on the right:
- From Accademia bridge to the Basilica St. Mary of Health.
Photo taken by Karsten Wurth on unsplash.com



Venice was a global example of **business innovation**. Global trading, stable currency and advanced manufacturing. The first modern industry in the world was the “Arsenale”. Built in 1104, it was a complex of shipyards and armories of the Serenissima Republic. Methods for the mass production of ships, based on the standardizing of different elements in different areas, made the construction of an entire ship possible in only one day, on an assembly-line basis.



2.3

ACCELERATOR

Mission & Vision

The sustainable development challenge requires radical changes in institutional policies, but firstly in individual behaviours. Incremental adaptations - such as adding a touch of sustainability to the way we eat, getting dressed, heating, cooling, traveling, etc. will not be enough. We need a brand new way of living.

Venice founders faced similar challenges 1,600 years ago, when they escaped from the chaos of the collapsing Roman Empire and settled down on the lagoon’s archipelago: those people were able to turn a muddy ground into a free republic of unparalleled prosperity. This result was achieved through century-long innovation efforts.

The sustainable development challenge requires radical changes in consumption and, accordingly, in production models. While disruptive technology is essential, strategic innovation is equally crucial. Business model innovation could act as a catalyst for system-wide sustainability transitions.

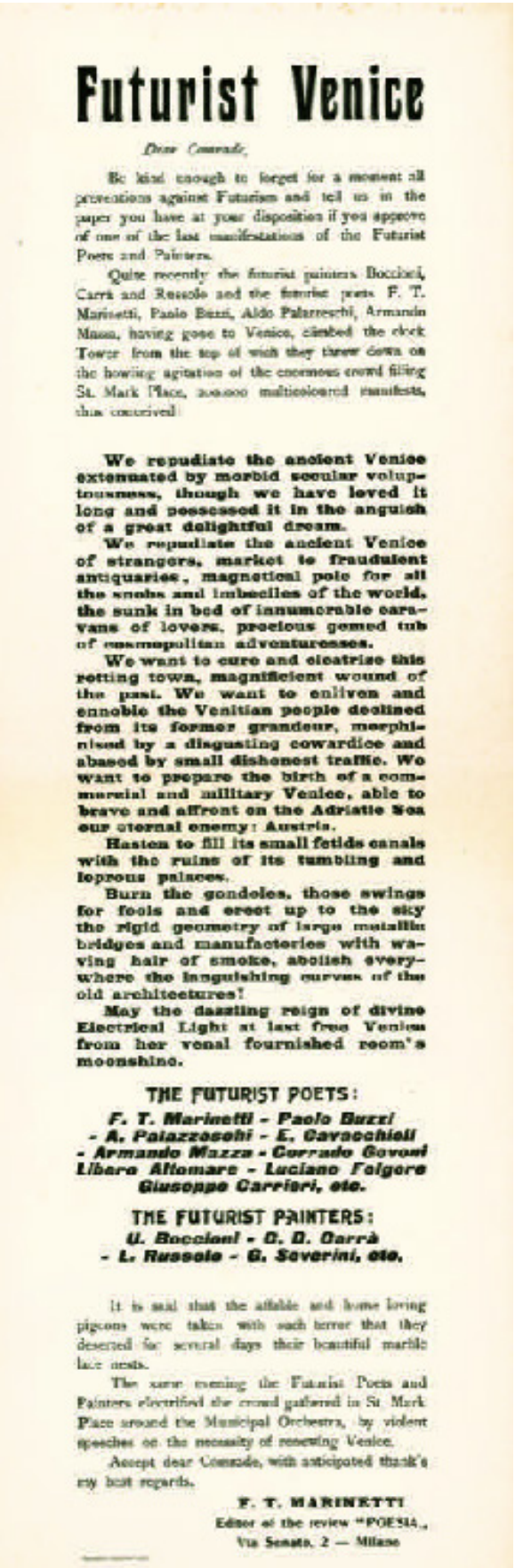
Thanks to its natural and cultural heritage, **Venice is the perfect living lab to generate, develop and test radical new Deep Tech solutions and business models** devoted to harmonizing social, environmental and economic sustainability. Only profitable initiatives can survive, but only sustainable ones can persist in the long-term.

Thanks to its natural and cultural heritage, **Venice is the perfect setting to attract environmental and life scientists and economists, engineers and designers, academics and professionals, policy makers and entrepreneurs worldwide.** They can gather in Venice to work and live as new residents and interpreters of its intellectual and professional life.

VeniSIA’s mission is to support companies in leveraging Deep Tech as a new approach to problems to build solutions to the world’s biggest sustainability challenges. It aims to identify, scale and commercialize impactful sustainability technology solutions through business model innovation.

VeniSIA’s vision is to create Europe’s most comprehensive sustainability-focused ecosystem with a relentless focus on human capital to nurture sustainability and leverage a Deep Tech approach to innovation to build solutions to the world’s biggest sustainability challenges. VeniSIA’s ultimate ambition is not to make an accelerator in Venice but to make an accelerator out of Venice.

VeniSIA’s ambition is thus to leverage a Deep Tech approach to deal with sustainability challenges and commercial and industrial programs for the next generation of entrepreneurs, repopulating the city with new talented residents, living in Venice for the long-term, turning them “from temporary tourists into permanent futurists”.



3.1

VeniSIA aims to be the most important deep tech venture builder addressing the environmental SDGs and unlocking the economic opportunities they offer. VeniSIA aims to identify, scale and commercialize impactful technology solutions through the business model innovation.

A butterfly effect framework explains why an environmental SDG-driven startup accelerator must be located in Venice because of a dual space-time rationale, where space refers to the development of local solutions to win global challenges and time refers to the transformation of tradition into innovation.

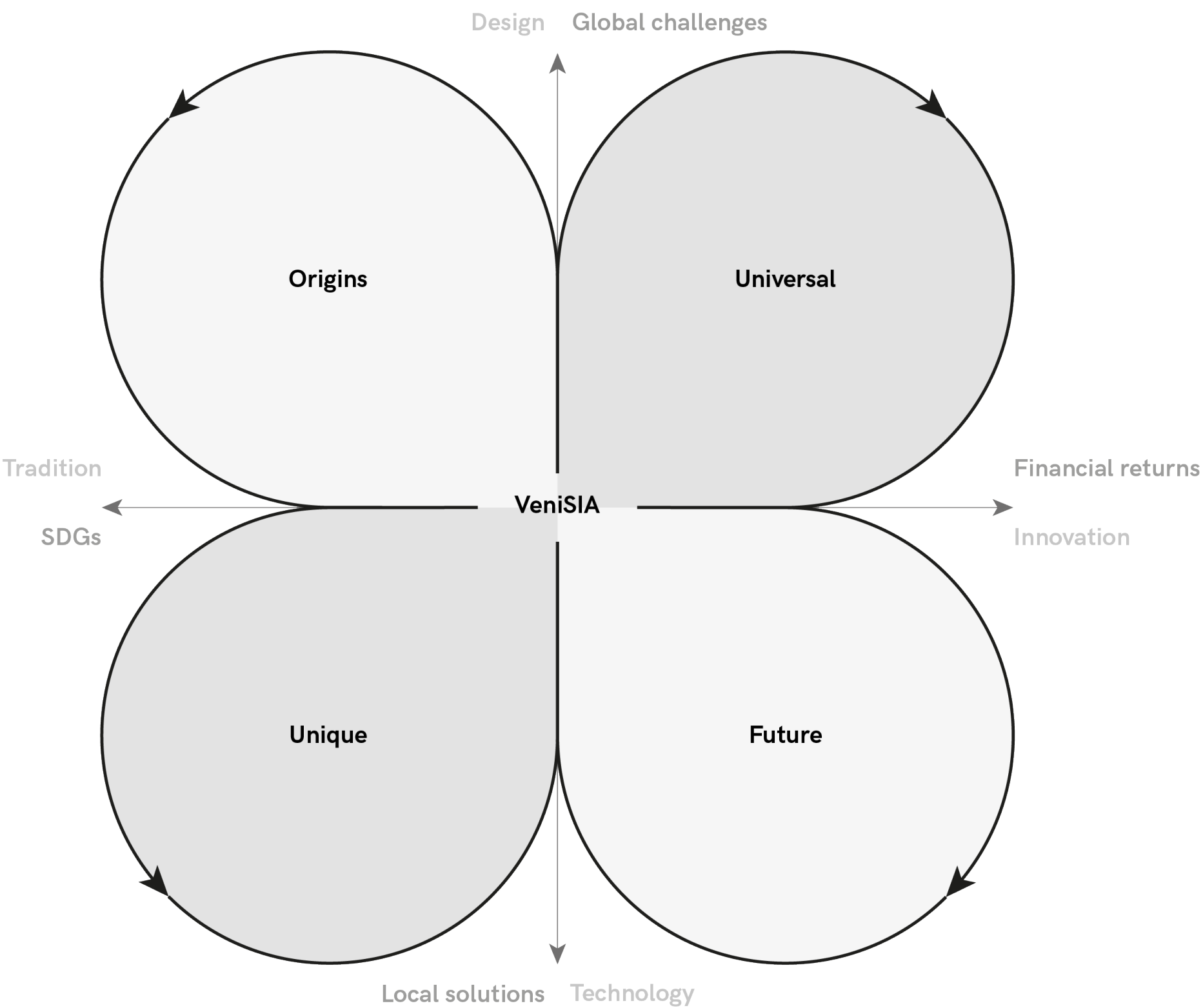
“In stark opposition to the monoculture of the dull global city engulfing the planet, the historical city is a thinking machine. It enables us to think about something other than ourselves, and thus helps us learn about ourselves in the process. [...] A city with a long history of cosmopolitanism, Venice can still be a testing ground for an inclusive notion of citizenship relevant to our times. [...] Venice is the paradigm of the historical city, but also of the modern city like Manhattan. It’s a thinking machine that allows us to ponder the very idea of the city, citizenship practices, urban life as sediments of history, as the experience of the here and now, as well as a project for a possible future.”
Salvatore Settis, *If Venice Dies*, 2016

SPACE-TIME RATIONALE
Why in Venice?

Environmental SDGs are the starting point of the space rationale. To achieve them, new business ideas and technology solutions need to be developed and tested. Venice is the perfect place to conduct an “in vivo” testing, thanks to both the city’s small size and the enormous sustainable development challenges it faces. Local solutions explored in Venice can then be exploited worldwide in order to solve global challenges. The international scalability of local solutions enables financial returns on investments, namely a precondition to pursue SDGs, thus generating an ongoing virtuous circle. The “attractors” of this ongoing circle show two tensions. The unique experience of living and working in Venice, as well as the universal visibility of the city can together attract the world’s brightest minds (researchers, startupper, etc.) and biggest players (VCs, multinationals, etc.) in order to create a community of new residents.

Innovation is the starting point of the time rationale. Meeting the environmental SDGs requires technology innovations and also business model innovations in order to commercialize them successfully. SDGs require as well design or meaning innovation because people buy products not only for their functions, but also for the messages they carry. Thanks to its history, Venice is the perfect place to imagine new meanings and messages. In this sense, Venice’s tradition could turn into worldwide innovation, generating another ongoing virtuous circle. The “attractors” of this ongoing circle show two additional tensions. Since its origins, Venice has been coping with its fragile environment and thus became a universal example of resilience and adaptation. Today Venice is in danger, due to severe flooding, over-tourism and depopulation, and the global duty is to guarantee its future.

VeniSIA’s motto is: “Back to unique origins, into a universal future”.



3.2

The **2030 Agenda for Sustainable Development**, adopted by United Nations in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the **17 Sustainable Development Goals (SDGs)** with 169 associated targets, which are an urgent call to action by all countries in a global partnership. SDGs have the power to create a better world by 2030, by ending poverty, fighting inequality and addressing the urgency of climate change. Global warming, sea-level rise and other climate change impacts are seriously affecting low-lying coastal areas, and to save Venice from drowning is one of the greatest symbolic challenges of our time.

With these SDGs and targets, the UN is setting out a supremely ambitious and transformational vision. The fulfillment of this vision requires not only an extensive collaboration across the private sector, governments and civil society, but also significant investments and innovations.

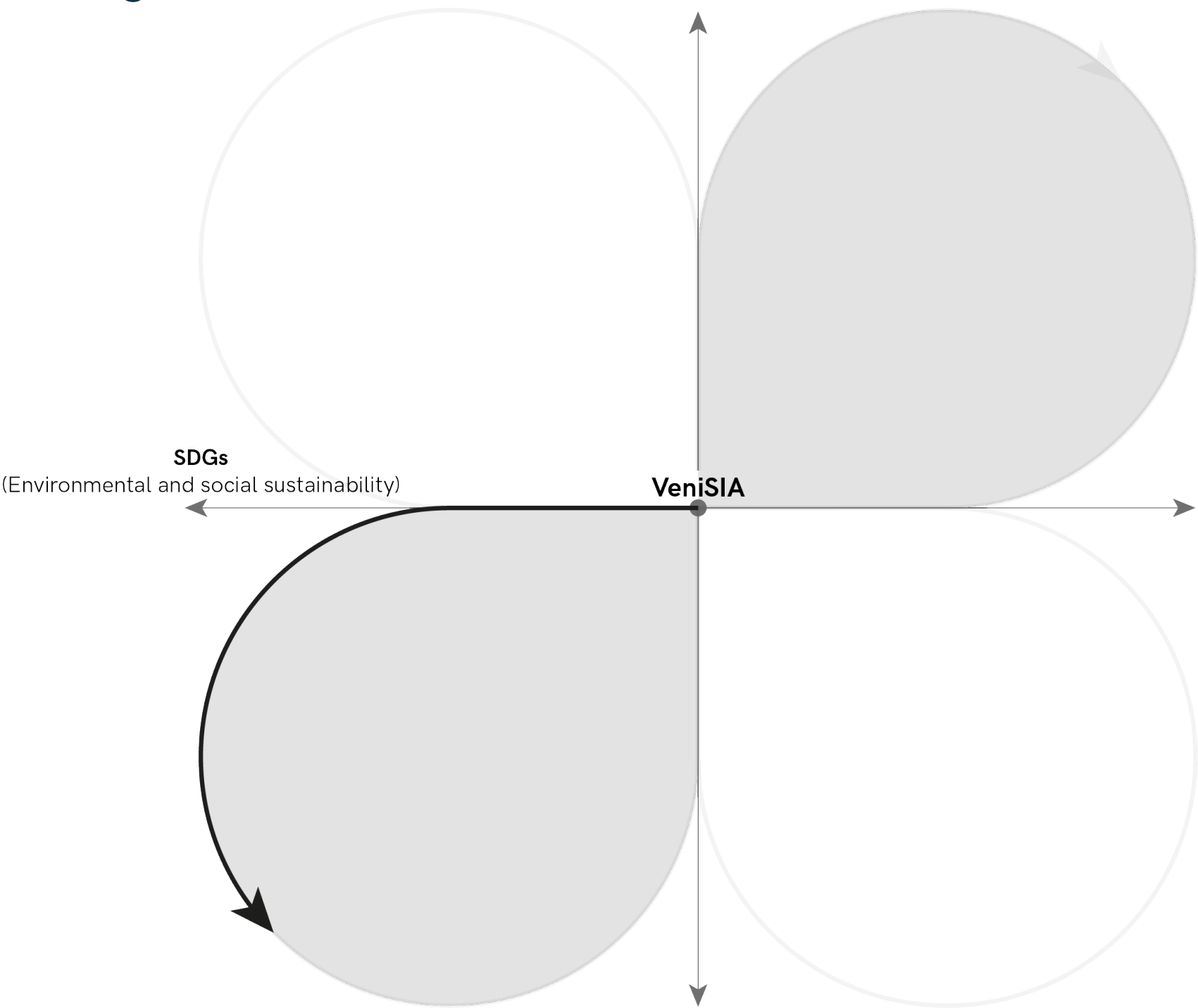
SUSTAINABLE DEVELOPMENT GOALS

Environmental and social sustainability

New business ideas and technology solutions need to be developed and tested. Since both have strong environmental and social implications, they cannot be tested in a lab, but they require an “in vivo” testing.

Venice is the perfect place to host these tests, thanks to both the city’s small size and the huge (not only) environmental and social problems it faces.

Below:
UN Sustainable Development Goals,
resources for sustainable development



3.3

Venice encompasses many different fragile environments in a relatively small area. It is a historical city, but always affected by tourism-congestion and periodically flooded with *acqua alta*. It is located in a delicate lagoon ecosystem, threatened by large merchant and cruise ships, in front of one of the biggest Italian petrochemical poles which is in need of remediation and reconversion.

Venice, built on water, is progressively losing residents, currently down by about a 1,000 p/ year to about 50,000 inhabitants, as a result of high rents and living costs induced as a byproduct of overtourism and business. Beyond environmental innovation and social and economic benefits, VeniSIA contributes to keeping residents in the city, stopping the bleeding and bringing a cultural value added.

Venice, together with its metropolitan extension, including Mestre, Padua and Treviso, is part of a highly urbanized and industrialized metropolitan area, endangered by serious PM10 and PM2.5 pollution problems.

LOCAL SOLUTIONS
Venice as a city lab

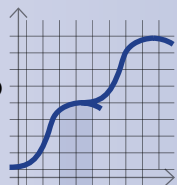
Therefore, despite its small size, Venice copes with many SDGs and associated targets.

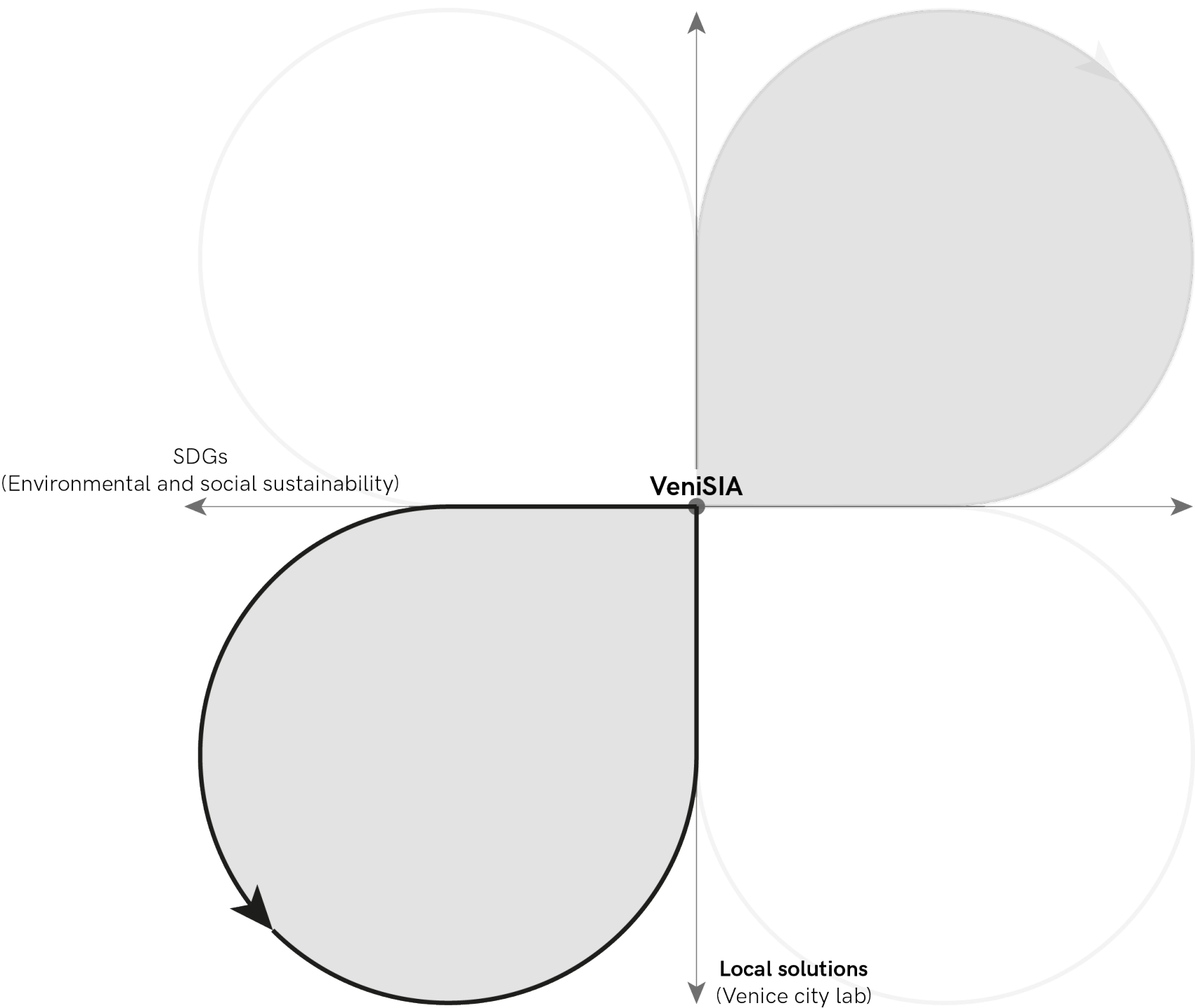
In Venice as a city lab, funding companies can join a Co-Innovation program as:

1. **international Supporters** of a broad sustainability action on climate change and clean energy;

2. **international and national Providers** of a sustainability innovation solution for sustainable cities, underwater life and clean energy, using labs as well as showrooms, leveraging Venice as a showroom for business opportunities;

3. **national Seekers** of a sustainability innovation project to re-startup the company and achieve the SDGs, coherently with sustainable production and clean energy.

			
		 	 
International Sustainability Solutions Supporters	Sustainability 		
International & National Sustainability Solutions Providers		City Lab & Showroom 	
National Sustainability Solutions Seekers			Company Re-Startup 



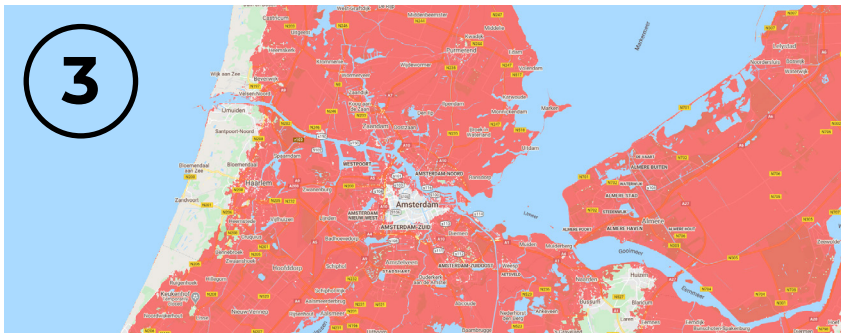
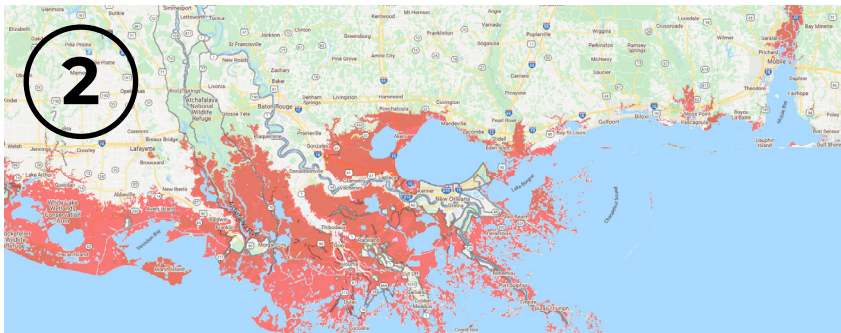
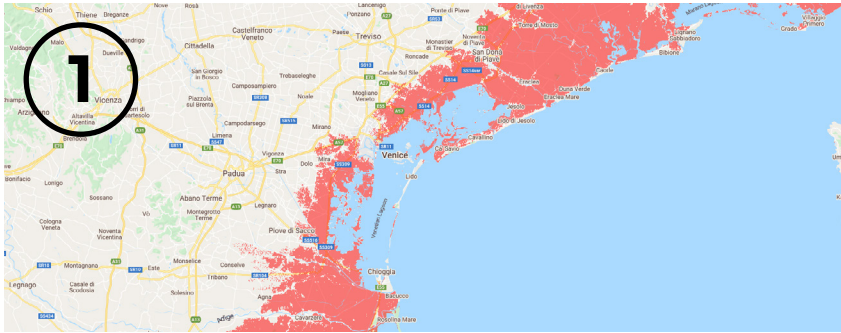
On the left:
UN Sustainable Development Goals
affecting Venice

3.4

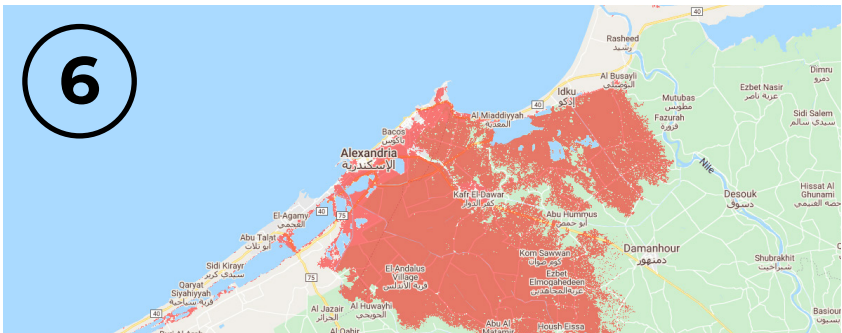
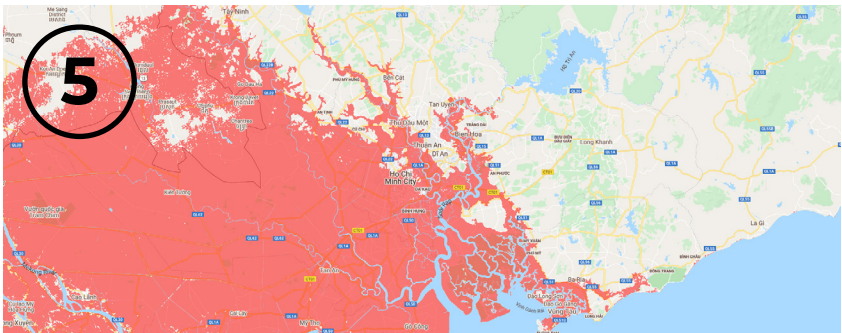
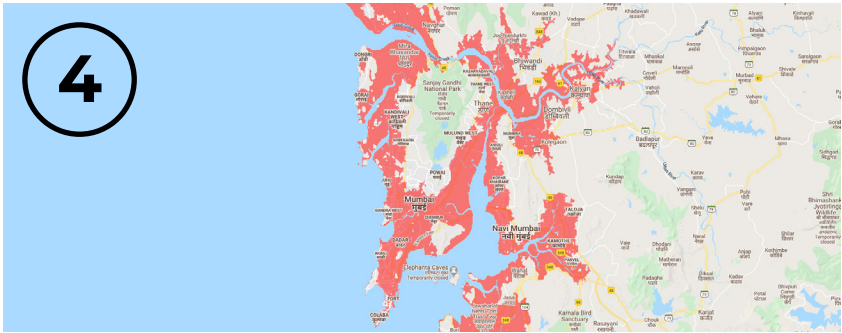
New business ideas and technology solutions are turning Venice into a **100% sustainable city** and can be exploited worldwide, as they will work everywhere if they work in Venice. International scalability ensures economic sustainability as well. A paradigmatic example of a local protection solution against drowning is available, concerning a system of mobile gates installed at water inlets, between open water and the lagoon.



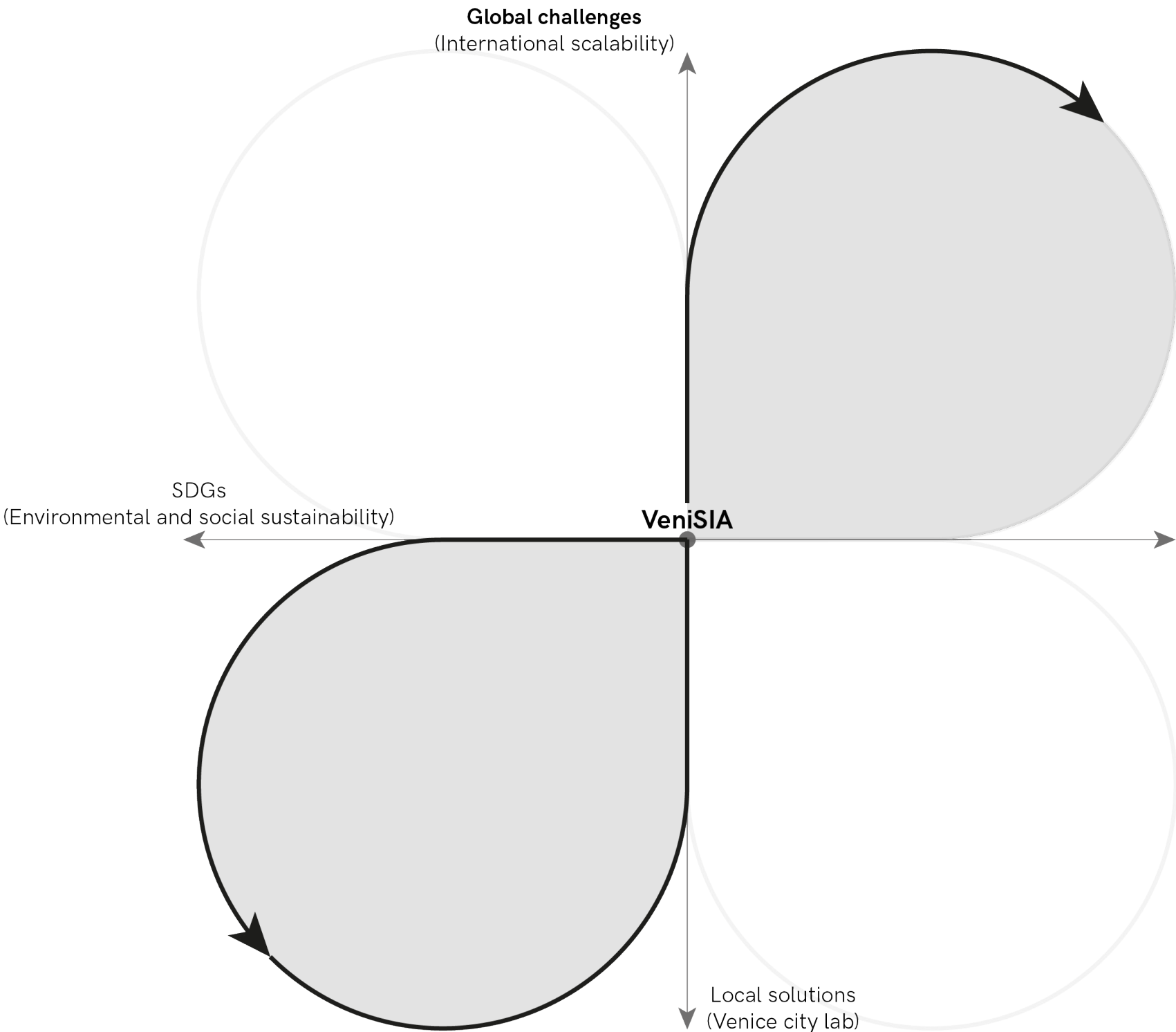
GLOBAL CHALLENGES
International scalability



Starting from the experiences of ideas developed in Venice, improved technology solutions can be developed and implemented to **save other extraordinary cities which share a similar fate.**



By 2050, Mumbai, Amsterdam, Ho Chi Minh City, Alexandria and New Orleans could be submerged, forever gone. These are sisters in spirit to Venice - built on fragile natural ecosystems, with hundred-year-old unique cultures and of historical importance. We can solve our problems better and faster by uniting with similar cities.



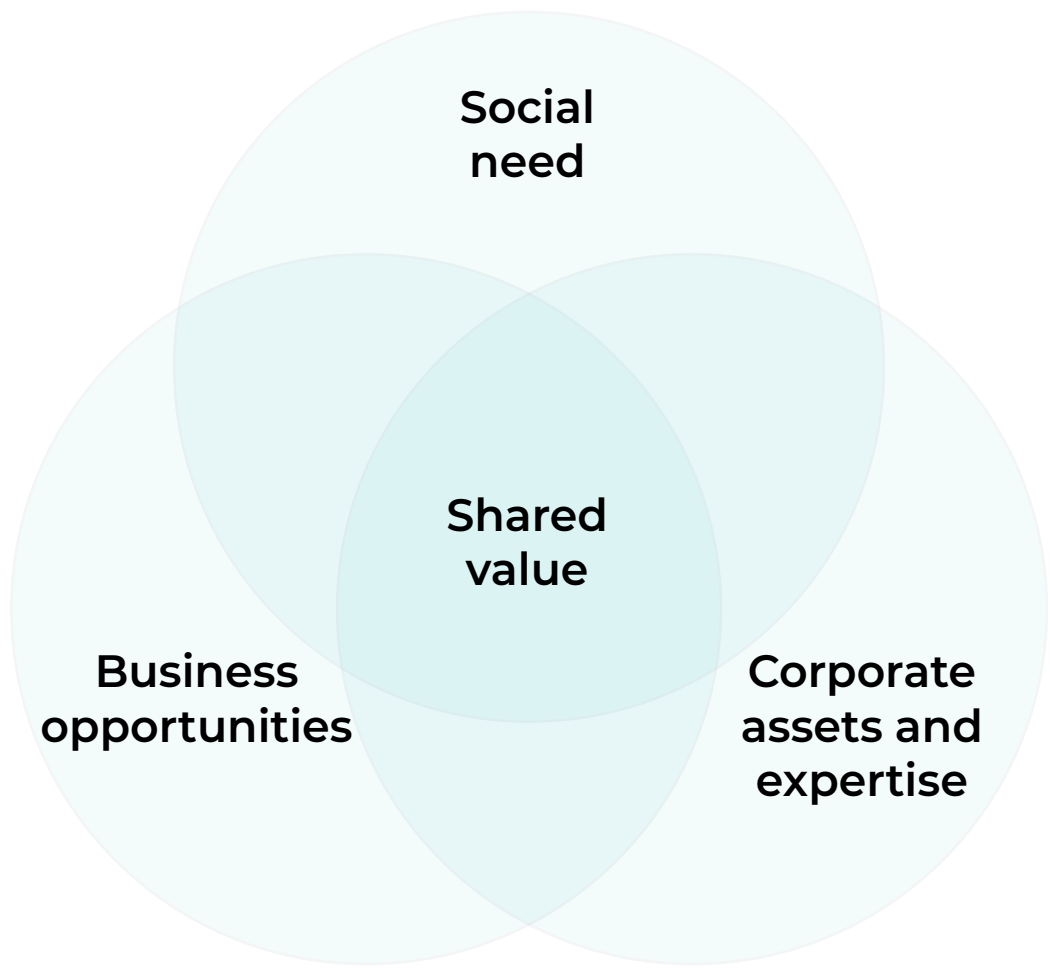
On the left:
- MOSE - Photo from Wikimedia Commons
- City maps - Land projected to be below
tideline in 2050:
1) Venice
2) New Orleans
3) Amsterdam
4) Mumbai
5) Ho Chi Minh City
6) Alexandria

3.5

We are facing a time of immense environmental and social challenges to sustainable development. It is, however, also a time of immense economic opportunities. The SDGs are integrated and indivisible and balance the **three dimensions of sustainable development: the environmental, social and economic ones.**

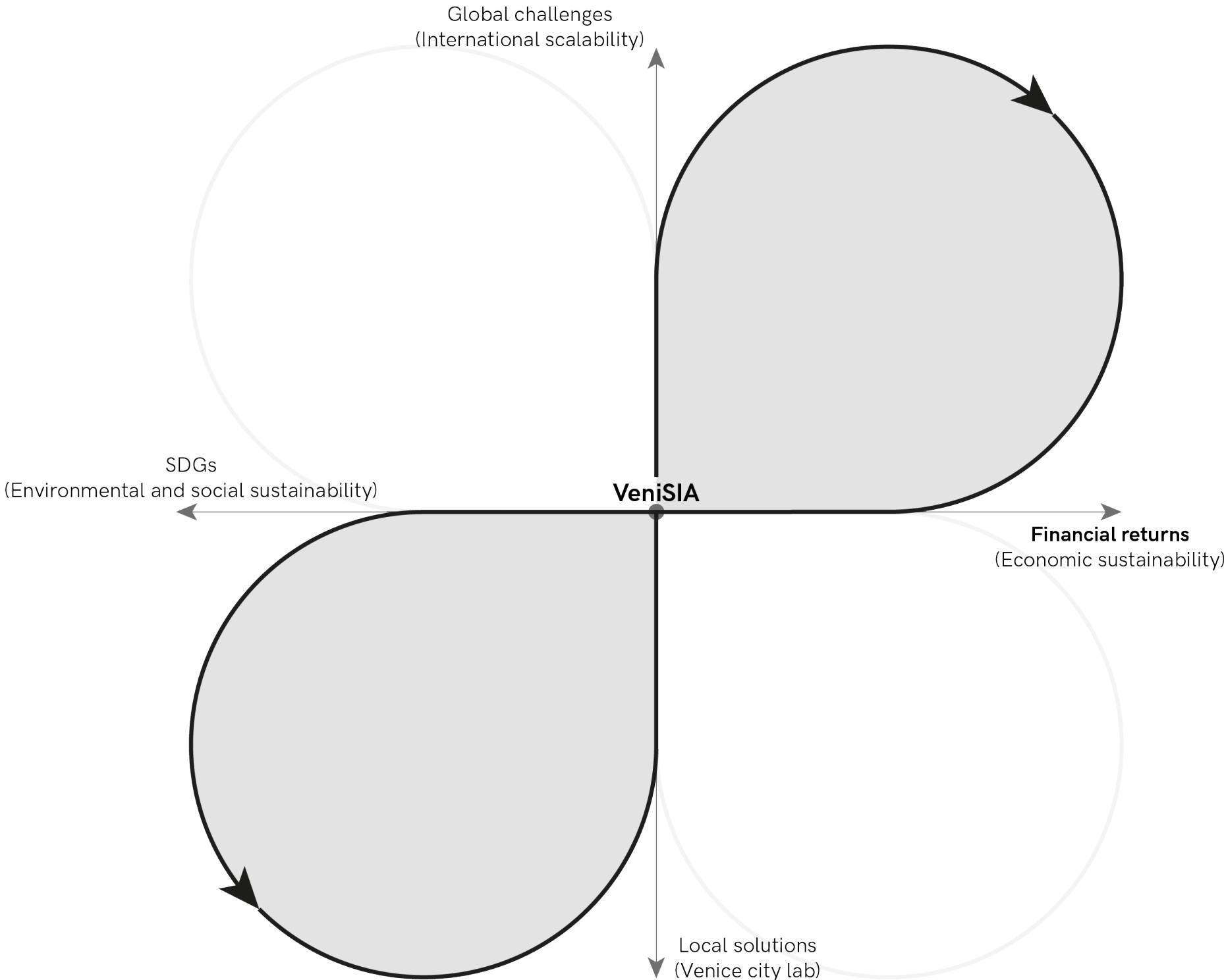
Significant progress has already been made in meeting many sustainable development challenges. The spread of information and communication technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide and to develop knowledge societies, in the same way scientific and technological innovation does across areas as diverse as medicine and energy. However, further significant progress is ready to be made. Achieving the SDGs is an unquestionable moral imperative, but the task also presents a significant market opportunity: electric vehicles, telehealth and circular business models could generate work for more than 10% of the labor force in 2030. In January 2017,

FINANCIAL RETURNS
Economic sustainability



the Business and Sustainable Development Commission estimated that meeting the **SDGs could unlock \$12T a year in the private sector** in terms of business revenue and savings across four economic industries: food and agriculture, cities, energy and materials, and health and well-being. Analysis from the

Global e-Sustainability Initiative shows that the **digital industry could generate \$2.1T** of additional annual revenue in 2030 from technology solutions with a positive impact on the SDGs. Meeting the SDGs offers the greatest business opportunity of our time.



3.6

UNIQUE EXPERIENCE

Life transformation

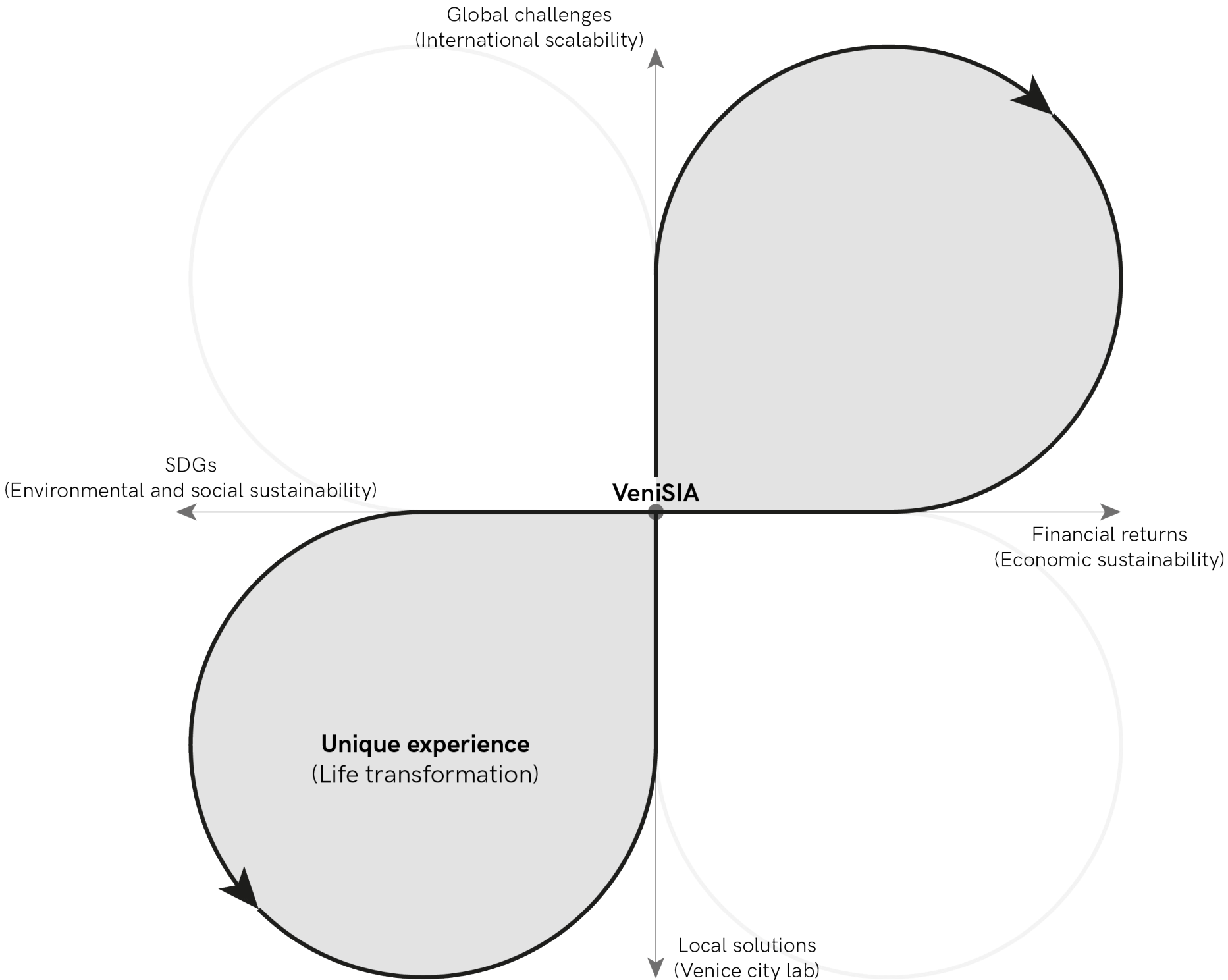
Framed in its unique beauty, Venice has been **a contemporary city par excellence** for centuries: open to the world, inclusive, resilient to a fragile environment, industri-ous, a living laboratory of art and culture, of craftsmanship and of innovation. Much of that legacy still permeates the city.

Venice is not a functional space in need to be peopled; rather it is **a distinctive place in need to be lived**. It is unique, since it is characterized by enchanted places, peculiar historical facts, traditional and innovative events, art masterpieces and even original words as “ciao”, an alteration of the medieval Italian “*sclavus*” which means “(I am your) slave”. Venice was the home of famous writ-ers, painters, scientists, directors and actors.

Living in Venice is **a unique experience of life transformation**, able to attract anyone: researchers, startupper, VCs, policymakers, artists, philanthropists from anywhere.



On the left:
“Support” by Lorenzo Quinn, 2017 -
Monumental hands rise from the water
in Venice to highlight climate change
Photo taken by Hans M on unsplash.com



3.7

UNIVERSAL VISIBILITY

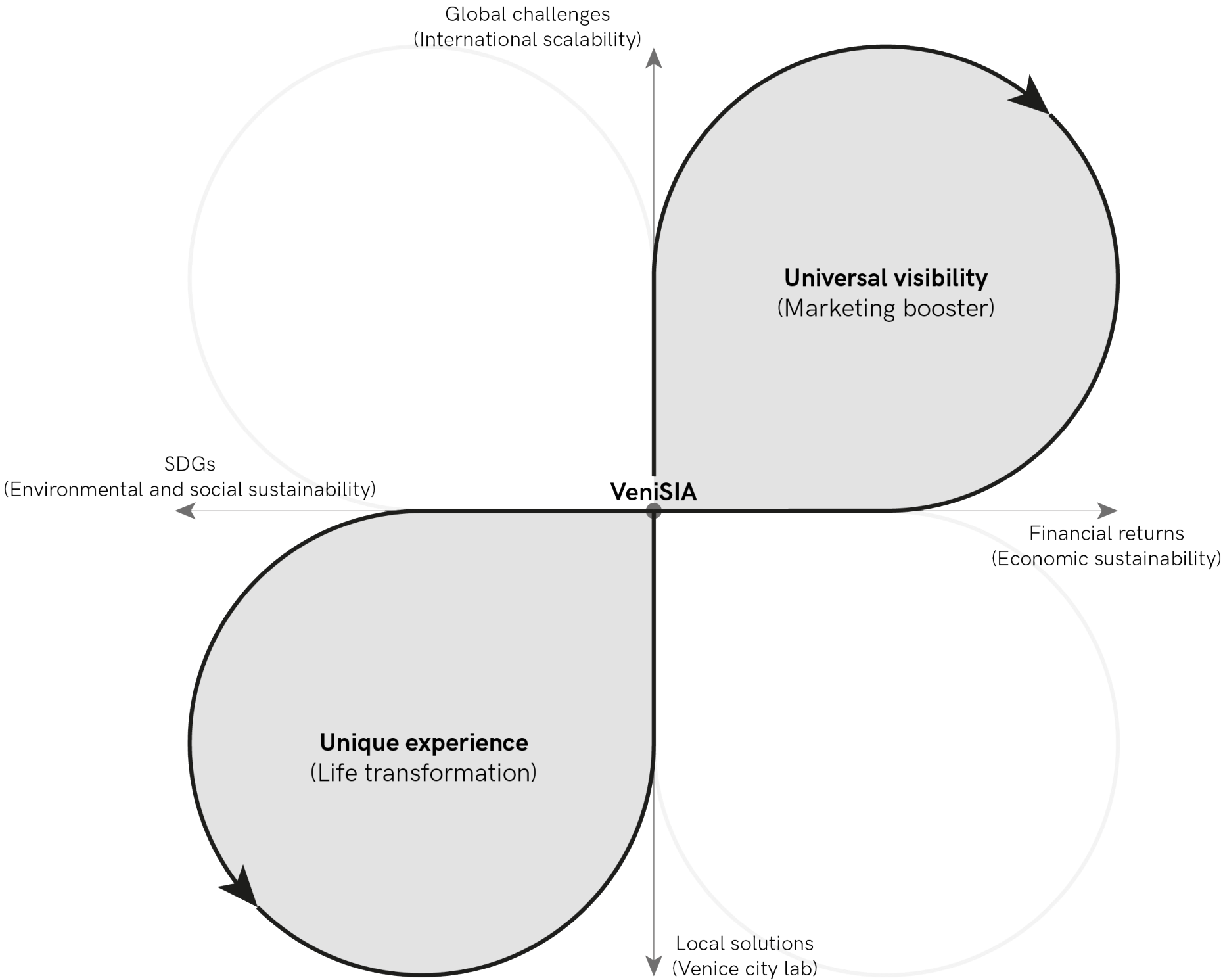
Marketing booster

Venice is able to transfer local values to a global level: it has such an intense unique personality that it can be turned into a universal stage. The switch is from a “think-global-act-local” vision to a “**think-local-act-global**” one. To launch a startup in Venice means to promote an innovative project worldwide. VeniSIA provides all startups with the potential for global visibility, the power to raise capital, a network of global entities (companies, VCs, partners, etc.)

and mentorship opportunities needed to pioneer technological breakthroughs. Since 1895, the Venice Biennale has sped up the exposure of new, unknown artists, architects and movie directors acting as an art ideas accelerator. VeniSIA speeds up the exposure of the next generation of entrepreneurs acting as **an accelerator of business ideas and of technology solutions.**



On the left:
Banksy's unauthorized installation on a house in Venice, near Campo San Pantalon, 22/05/2019. The artwork portrays a migrant child wearing a lifejacket and holding a neon pink flare.
Credits © Gorupdebesanez



3.8

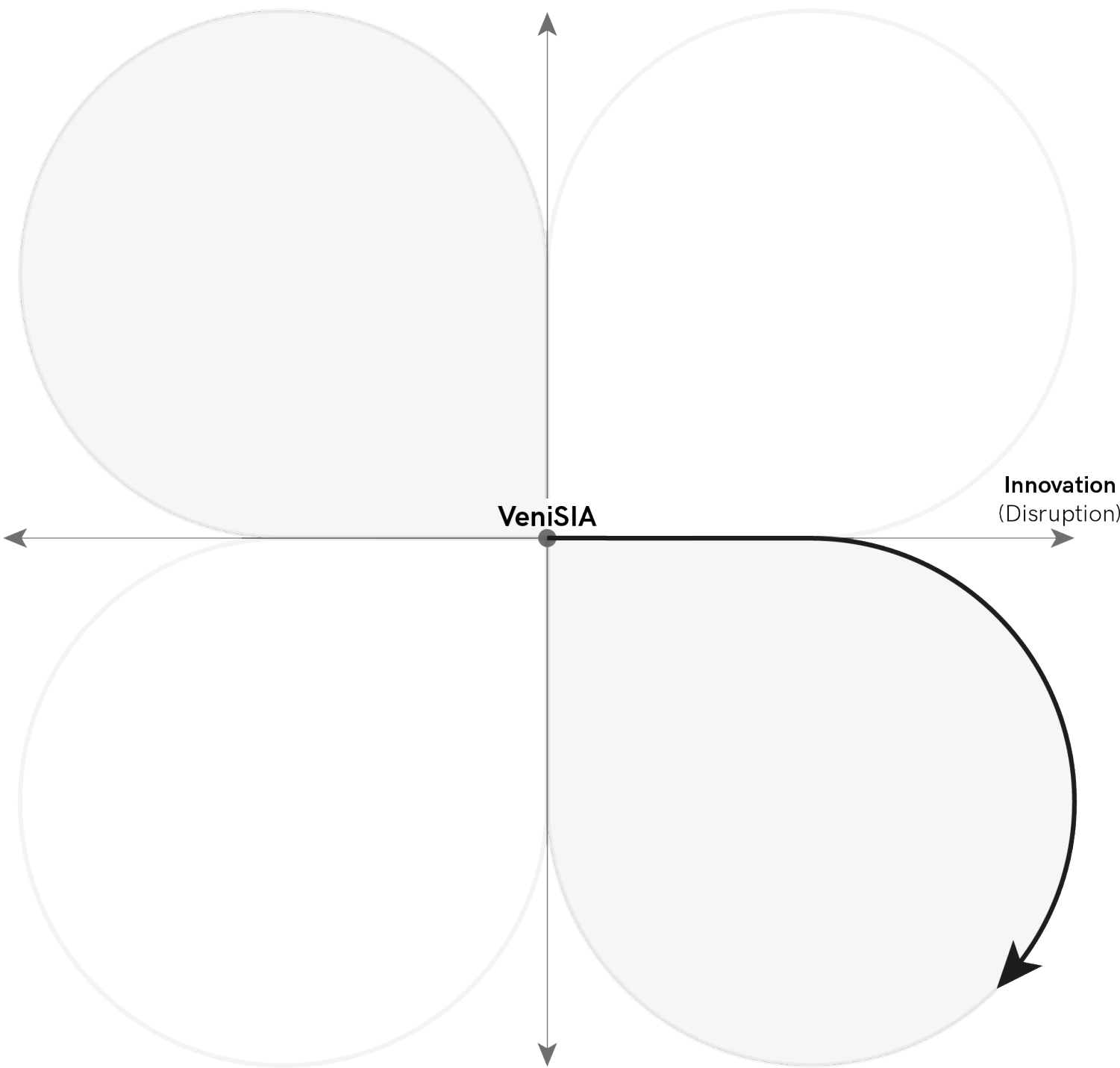
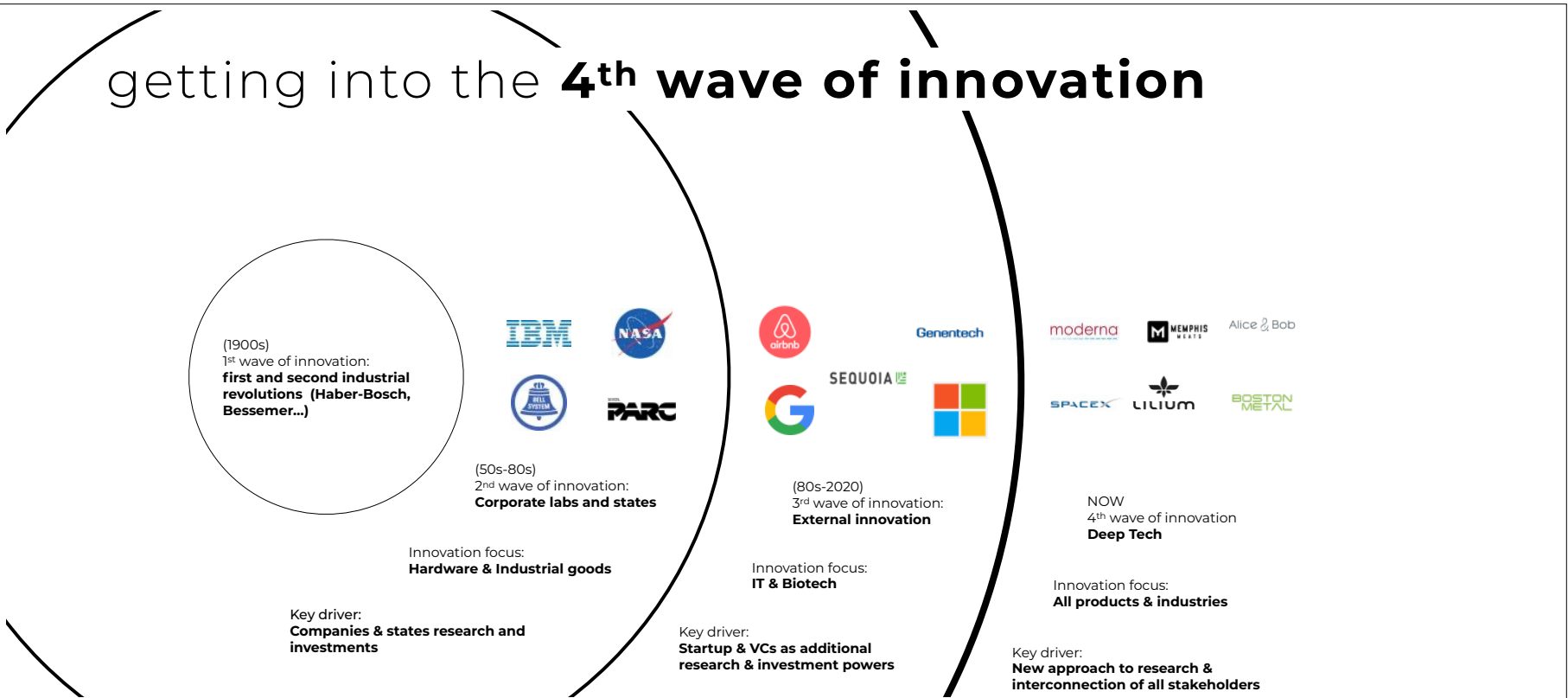
Meeting the SDGs requires new ideas and technologies, but also fresh thinking about economic paradigms and ways of doing business. Most people and organizations are not bad at having creative ideas, but to turn those into **successful market innovations** is much harder. It is even more compelling when innovations have strong environmental and social implications, because it is more difficult to seize their market opportunities.

New ideas and technologies require new business models to be successfully commercialized. Business model innovation is a key driver for differentiation and competitive advantage. The development of innovative SDGs-driven business models should answer three main questions in a disruptive way: “Who are our stakeholders? What do we offer them? How are we doing this?”.

INNOVATION
Disruption

DeepTech approach is problem-oriented and it contributes to meeting big challenges such as the SDGs. One of the most foundational developments powered by Deep Tech is **Nature Co-Design**. It is where **biology, material science and nanotechnology meet to leverage nature’s design principles and manufacturing capabilities at the atomic level**. Nature Co-Design opens entirely new economic lanes of growth while also addressing the challenges entailed by diminishing finite resources and climate change.

VeniSIA gives the opportunity to leverage nature as an engineering and manufacturing platform through Nature Co-Design, supporting the **shift in the way companies deal with matter. Synthetic biology**, through cell engineering and organism design, represents a very important component of this shift. Beyond life science, all manufacturing industries will be impacted, with no exception. Nature Co-Design has the potential to impact ~ 40% of global GDP, equivalent to a value of +\$30T, and to fundamentally disrupt two Italian industries: **farming** and **textile/fashion**.



On the left:
“The 4th wave of innovation”
Copyright: Hello Tomorrow, 2021

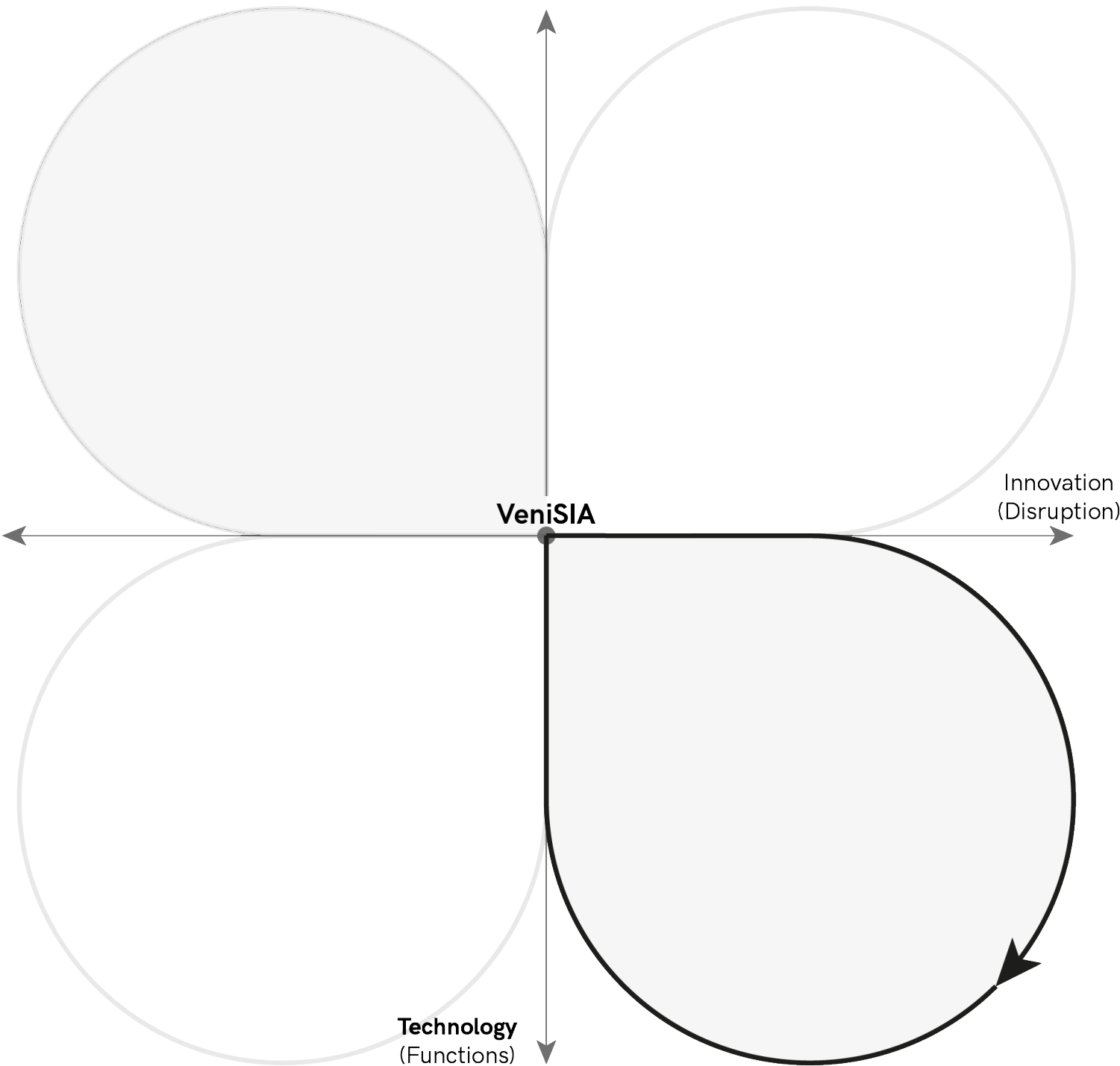
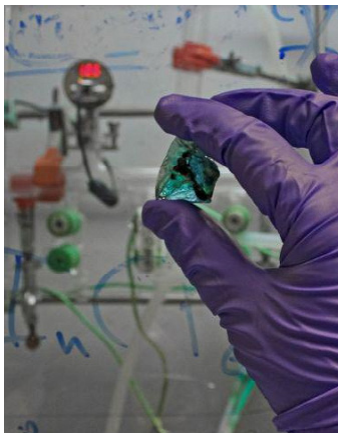
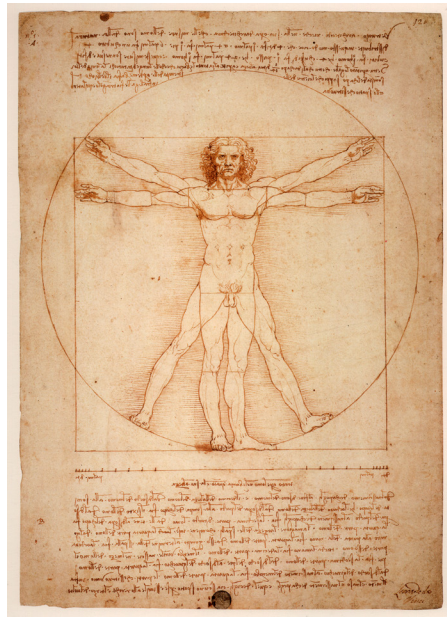
3.9

TECHNOLOGY
Functions

Achieving the SDGs requires the deployment of technologies in order to address critical human needs. The **technology industry** draws on the belief that every challenge, no matter how big, has a solution and that technology has already been a positive force in making the world a better place to live in. In the last ten years, technology has become more embedded in our lives, connecting millions of devices and billions of people. **Digitalization** is already supporting democratized and decentralized access to energy, finance and education. It has enhanced our lifestyles, allowing us to share knowledge and ideas, to connect with our beloved ones and even to improve our health. But the next ten years will demand technology to think bigger and bolder than ever before.

Nevertheless, we do not know the impact that these transformations can have on production, employment, health and prosperity. Specifically, **Deep Tech** is based on tangible engineering innovation or scientific advances and discoveries. Deep Tech is the generic term for technologies not focused on end-user services that includes artificial intelligence and machine learning, robotics, blockchain, advanced material science, photonics and electronics, biotech and quantum computing, processing and computing architecture innovations, advances in semiconductors and electronic systems, power electronics, vision and speech algorithms and techniques, haptics and more. Deep Tech is often set apart by its profound enabling power and its potential to catalyse change. On the contrary, we know that technology should extend and widen, not substitute, human ability to act. **Man must be the center**, the same way he is in Leonardo da Vinci’s drawing of the “Vitruvian Man”, displayed at the Accademia Gallery in Venice.

One of Venice’s main challenges is, indeed, SDG 11.4: Protection of cultural and natural heritage. [Ca’ Foscari University of Venice](#) developed the Center for Cultural Heritage Technology with the [Italian Institute of Technology](#), namely the most important research institute in Italy that promotes excellence in basic and applied research. CCHT is a strongly interdisciplinarity-oriented infrastructure for Digital Humanities, which applies digital analysis for the conservation of Cultural Heritage materials and nanotechnologies for preservation and restoration of wood, stone, marble.



On the left:
- “Vitruvian Man” by Leonardo da Vinci,
Credits © Quibik
- Photo taken by ccht.iit.it

3.10

It is a unique, unprecedented and exciting time to push forward technology innovation, but also design-driven innovation, in pursuit of the environmental SDGs at the scale the world needs.

Emotional design is fundamental to making technology solutions beautiful and meaningful. People buy products, even technological ones, not only for their functions and performance, but also for their aesthetics and the meaning they carry. Products have a technical dimension, which concerns utility, reliability, simplicity, price, etc. and a semantic dimension, which concerns shapes, symbols, emotions, status, etc.. **Sustainable design, instead, is fundamental to making technology solutions eco-friendly.** It seeks to reduce or completely eliminate their negative impacts on the environment and people.

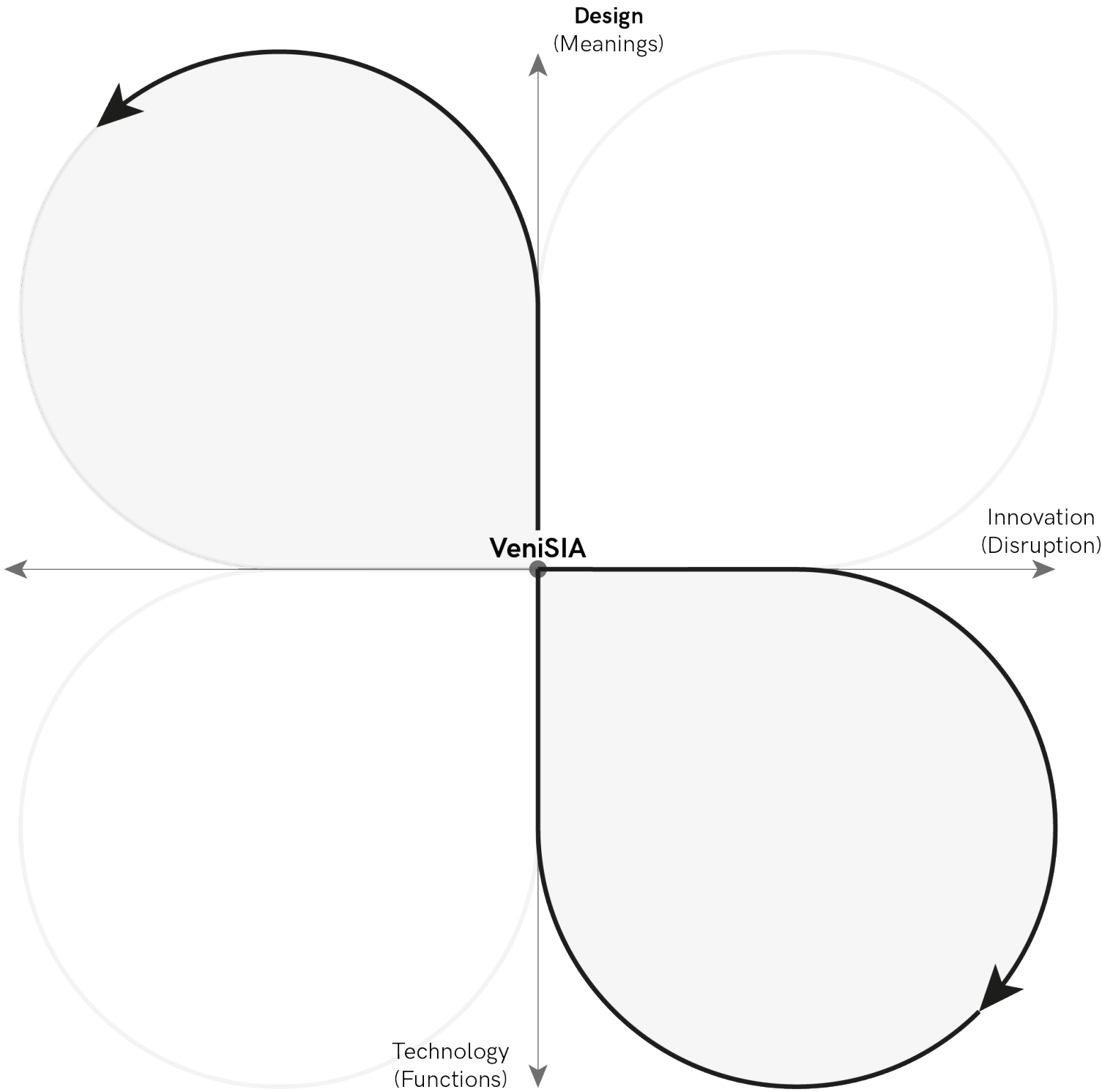
Regardless of the application, sustainable design should incorporate the following key principles: thinking in systems, deciding how things relate to their larger system; dematerialisation, getting more “service” from less product; renewable, natural materials, using

DESIGN
Meanings

harmless materials and processes; biomimicry, working with nature by being like nature; cradle-to-cradle, thinking of materials and components as being in a “nutrient” cycle. To design sustainable business ideas and technology solutions there are two key questions to consider:

- are we doing the right things?
- are we doing things right?

A key partner of VeniSIA is [IUAV University of Venice](#). It is a design-themed university, founded in 1926, focused on teaching, research and practice in the design of living spaces and environments (buildings, cities, landscapes and territory) and in the design of everyday use objects, especially leveraging new technologies.



On the left:
Entrance to the University of Architecture
IUAV by Carlo Scarpa
Credits © Jean-Pierre Dalbéra

3.11

In achieving the SDGs, **tradition plays an important role as a source of inspiration**, since creativity finds reliable support in what society has established in the past as a suitable solution for its development. **Tradition represents the competences and values of a territory**, which endure and are able to flourish again, even after centuries, generating new ideas and opportunities. It represents the frame of reference to provide guidelines about what survived in the economic, social and cultural evolution, therefore encompassing the idea of sustainability. However, this does not mean that tradition should last unchanged. On the contrary, it is an asset in need of continuous exploration and expansion.

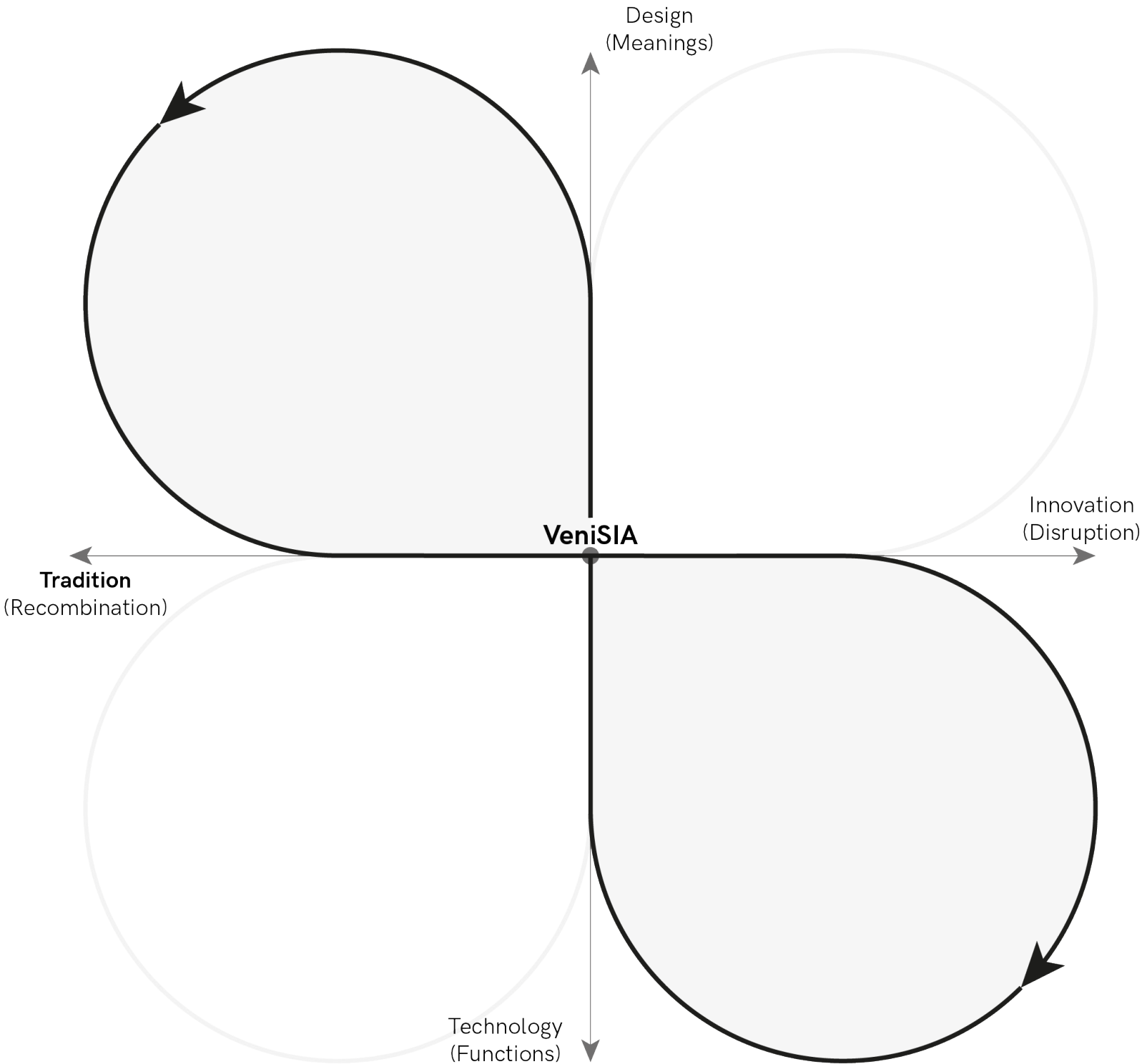
Tradition and innovation complete each other, rather than act as opposite forces: all novelties are a modification of what previously existed, there is persistence within change and vice versa. Thereby, the essential role of past things emerges in the creation of new ones, as well as in the never-ending process of modification and the mutual influence of old and new. The persistence of the

TRADITION
Recombination

past in the present relies on the combination of existing elements, in order to create something new. Hence, **tradition becomes the wide archive on which future can be built**. New technologies as well must somehow rise from combinations of what already exists.



Right from its founding, Venice has been a privileged place to test and experiment: trade, figurative art, cosmetics, accounting, printing, publishing, cinema, music, not to mention lifestyle. An unexpected example of a traditional Venetian tool is high heels, implemented to prevent women from soaking their gowns on muddy streets and later turned into a fashion must, which made Venice the most successful footwear cluster.



On the left:
- Ancient heels, 1400
- Modern heels by René Caovilla, 2000

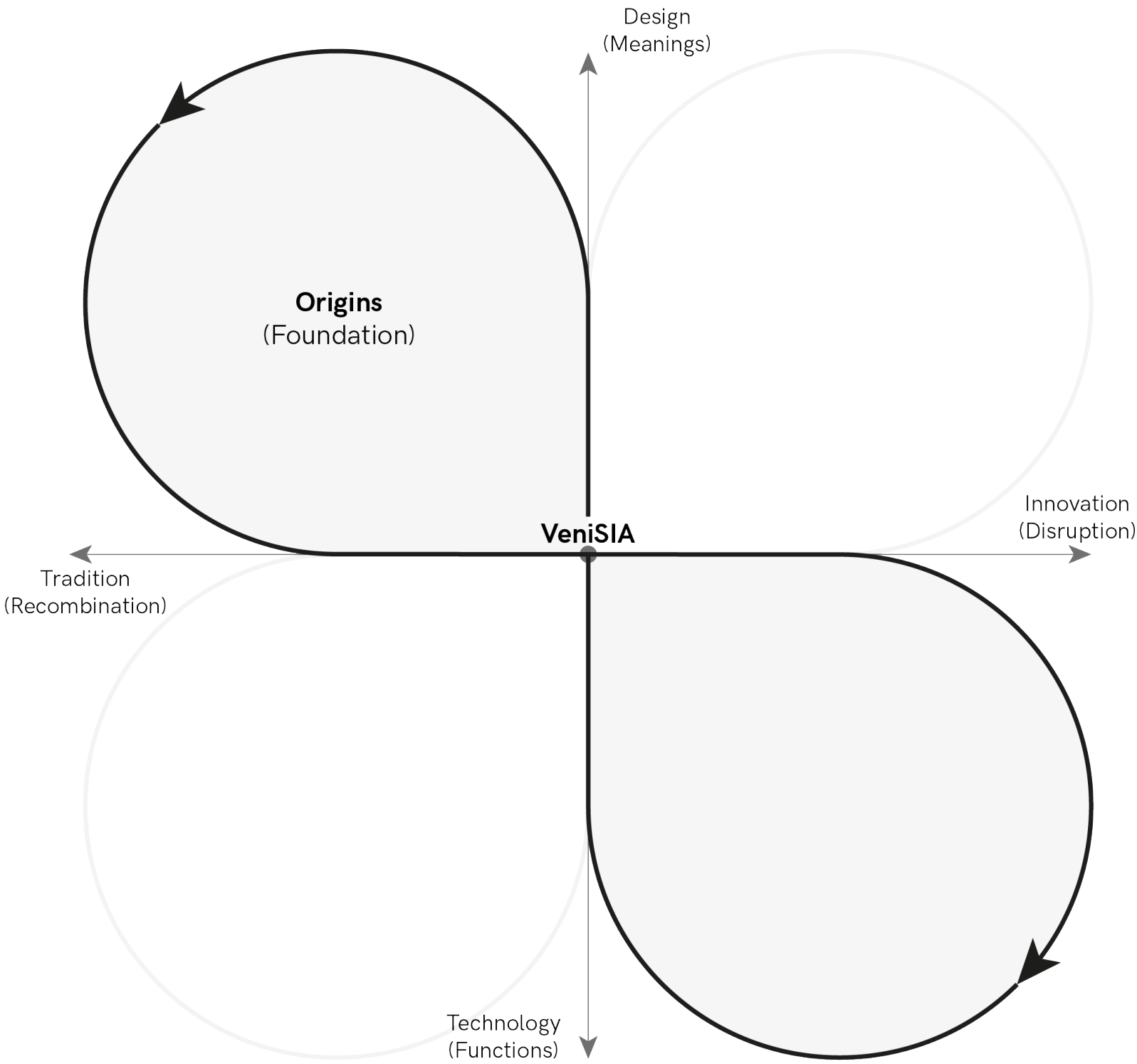
3.12

A common theme connects the legendary explorations of Marco Polo to the daring blends of Venetian Renaissance; scholar talks at the Caffè Florian (the second oldest European coffee shop) to the first and most enduring movie festival's films; the Accademia Gallery (the greatest collection of Venetian paintings in the world) to the longest-living republican history Thus Venice is not only the birthplace of paperbacks (1501), but Venetians were also the first to introduce freedom of expression (1573) and had the first female graduate ever (Elena Cornaro 1679). Modern accounting was developed in Venice by Friar Luca Pacioli (1494) and even the word “quarantine” (meaning “forty days”) was refined starting from the 15th century to indicate isolated passengers and cargos from incoming ships. These are only a few examples of the records of such a city, a **leader in multiculturalism and innovation**, which has managed to preserve its memories and timeless beauty.

ORIGINS
Foundation



Above:
Venetian lagoon -
NASA Earth Observatory

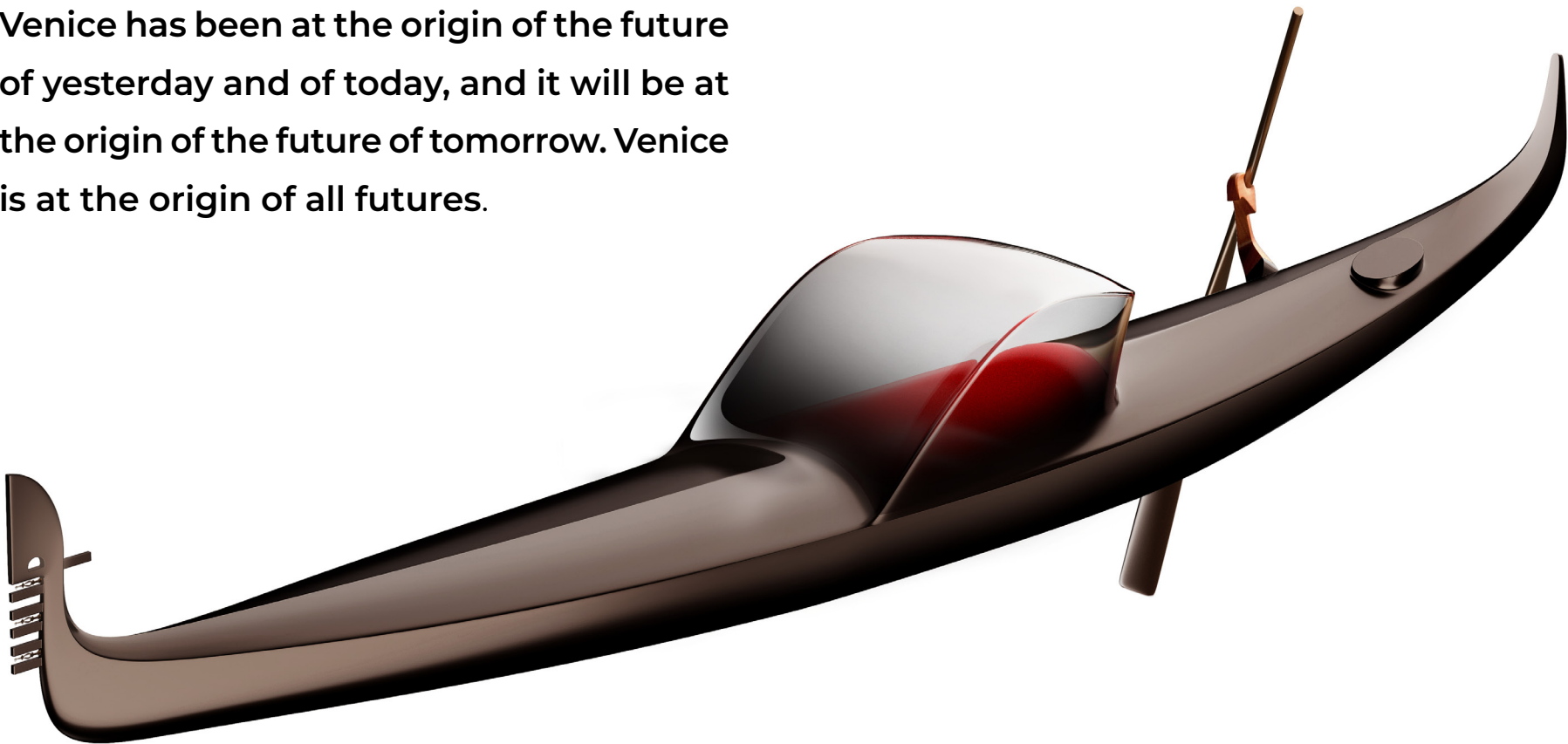


3.13

Organizations and individuals rose up to envision a challenge for the world in 2030.; as Al Gore stated in 2020: “We believe that we’re in the early stages of a sustainability revolution, one that will be larger than the Industrial Revolution with the speed of the digital revolution. We believe it’s the biggest investing opportunity in the history of the world, and the biggest business opportunity in the history of the world.”. Themes include increasing urbanization, growing displacement from conflicts and climate change, almost universal access to internet, end of the internal combustion engine and less resource-intensive food systems. 2020 marks the start of the decade along which humanity has to meet the SDGs. To envision the 2030 world requires indentifying available opportunities, but also risks and challenges. However, we know that, if we achieve the SDGs’ vision, our world will be an extremely better place in 2030. VeniSIA’s ambition is to become an important shaper of the future.

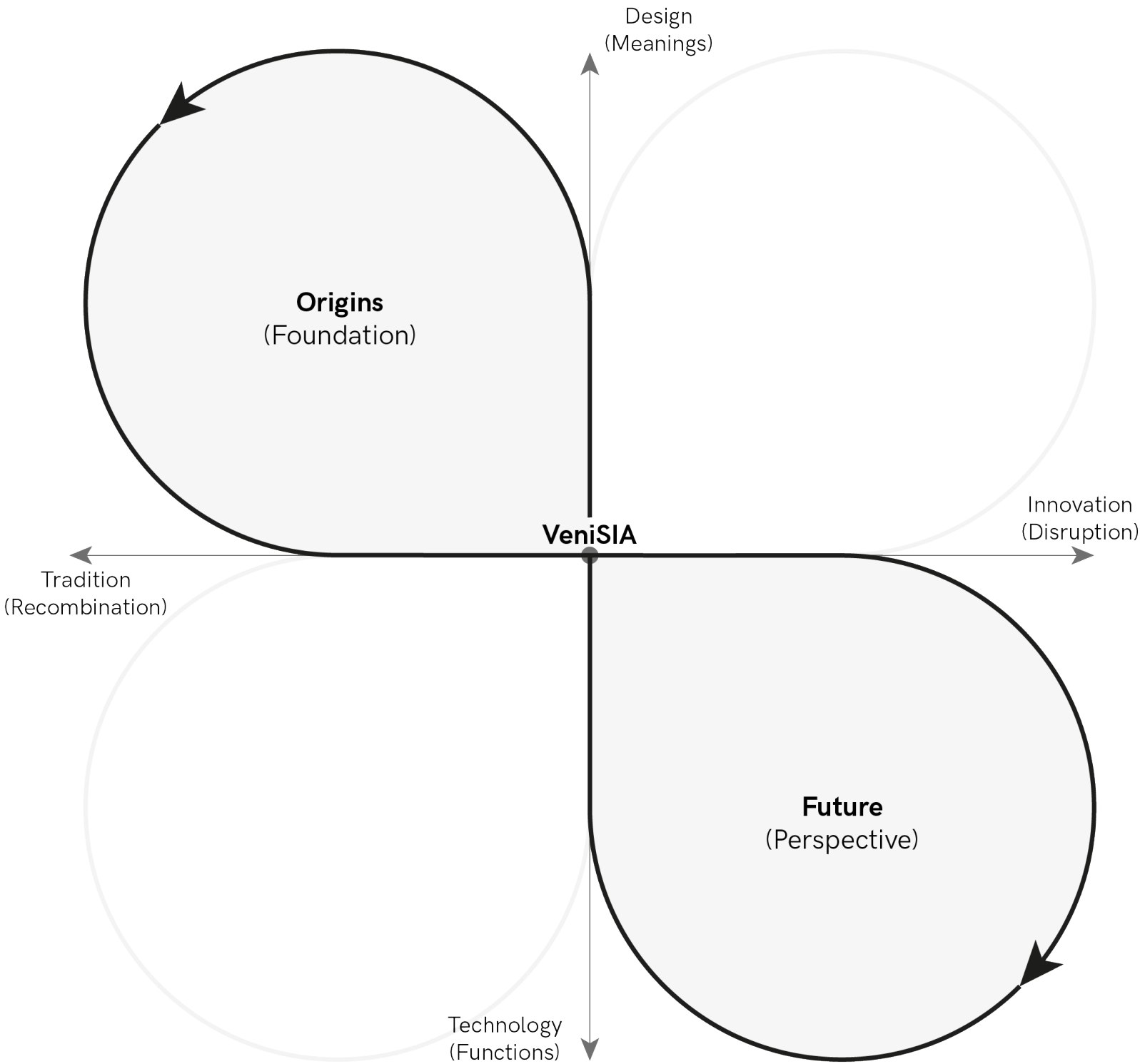
FUTURE
Perspective

Venice has been at the origin of the future of yesterday and of today, and it will be at the origin of the future of tomorrow. Venice is at the origin of all futures.



S+ARCK®

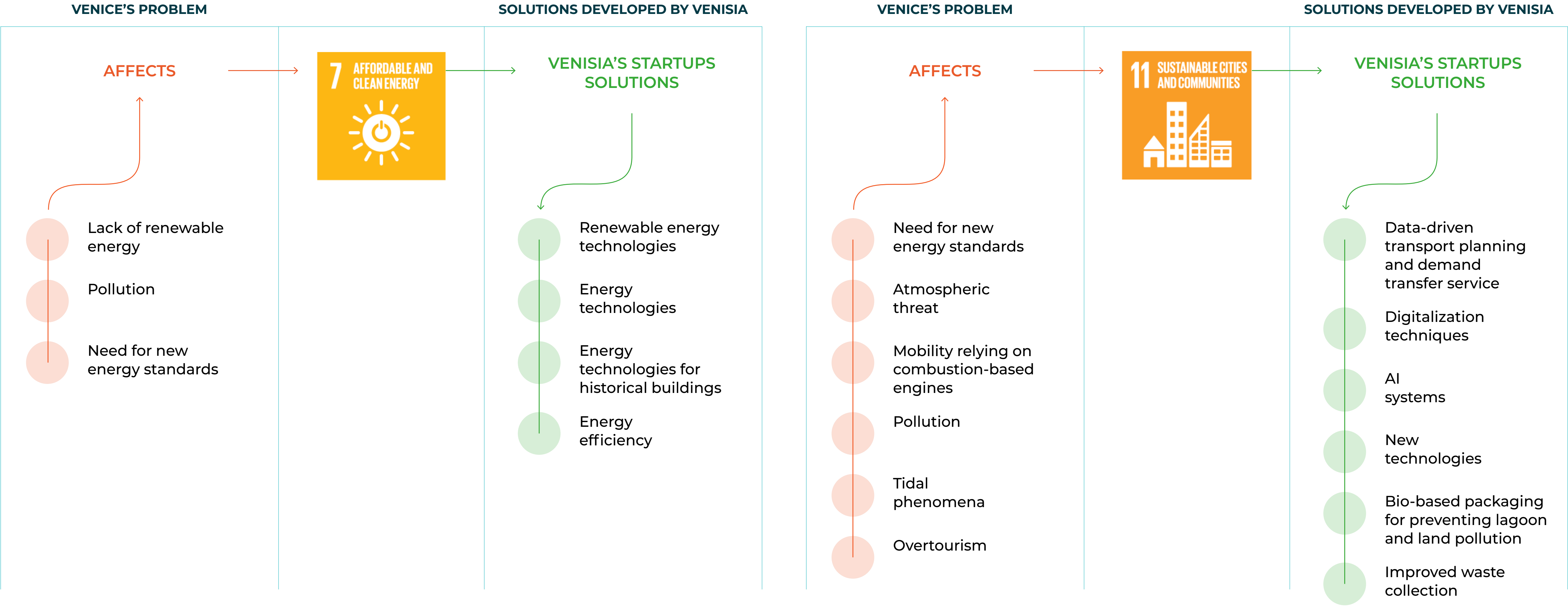
Above:
“Dream of Winter Gondola for Venice”
realised by Philippe Starck on the occasion
of the VI edition of SIF - Strategy Innovation
Forum: “The impact of SDGs on business
models”, September 2021.



4.1

ACTIVITY AREAS OF FOCUS

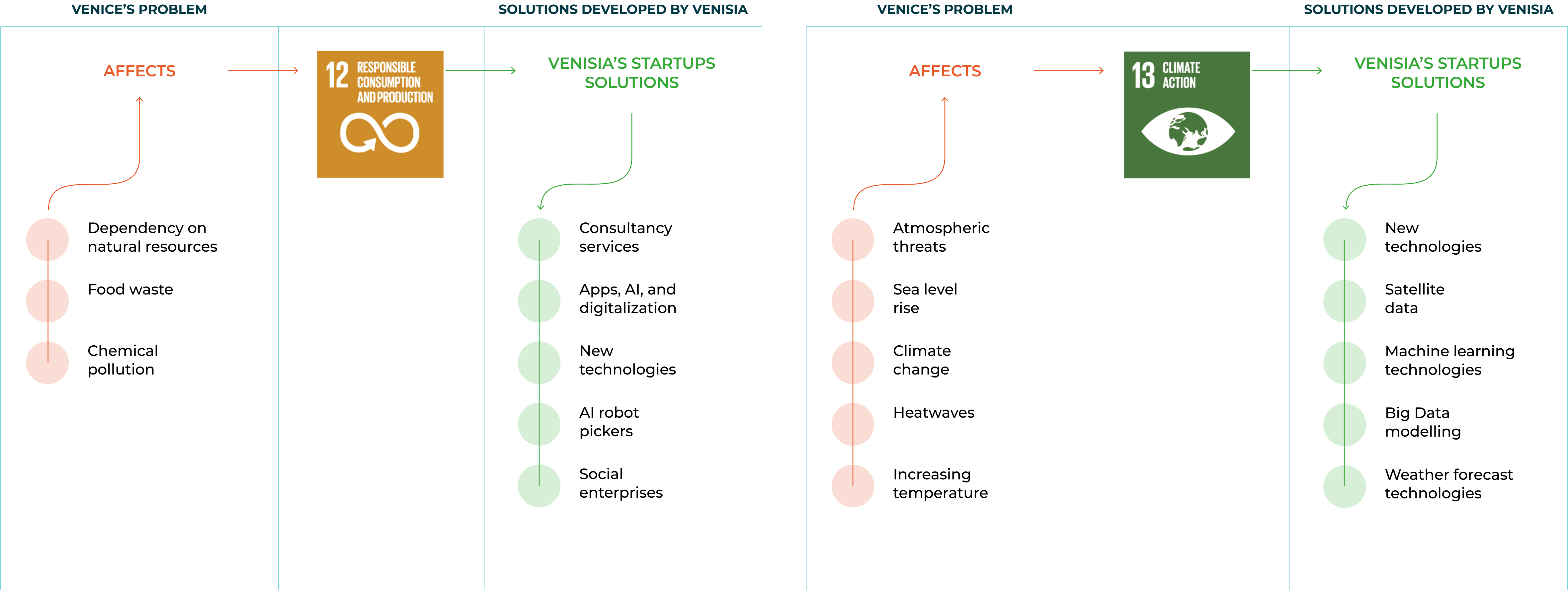
Test Ideas for SDGs in Venice



4.1

ACTIVITY AREAS OF FOCUS

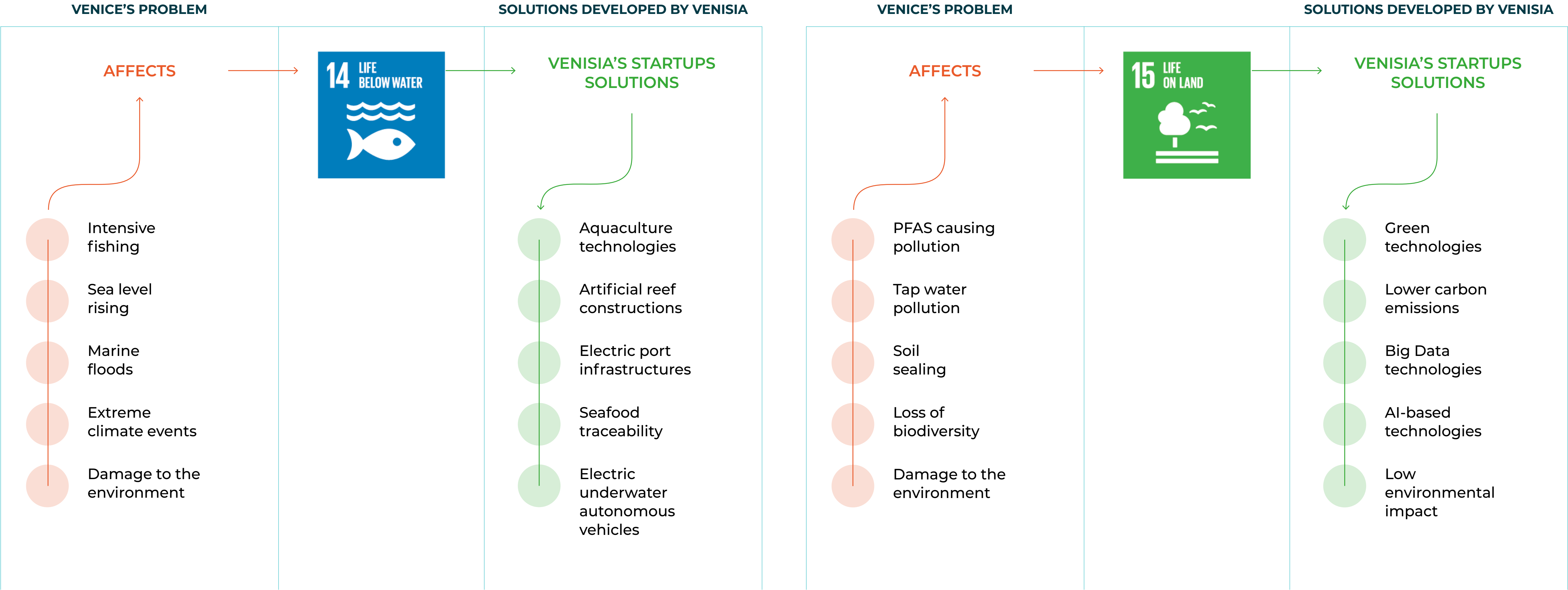
Test Ideas for SDGs in Venice



4.1

ACTIVITY AREAS OF FOCUS

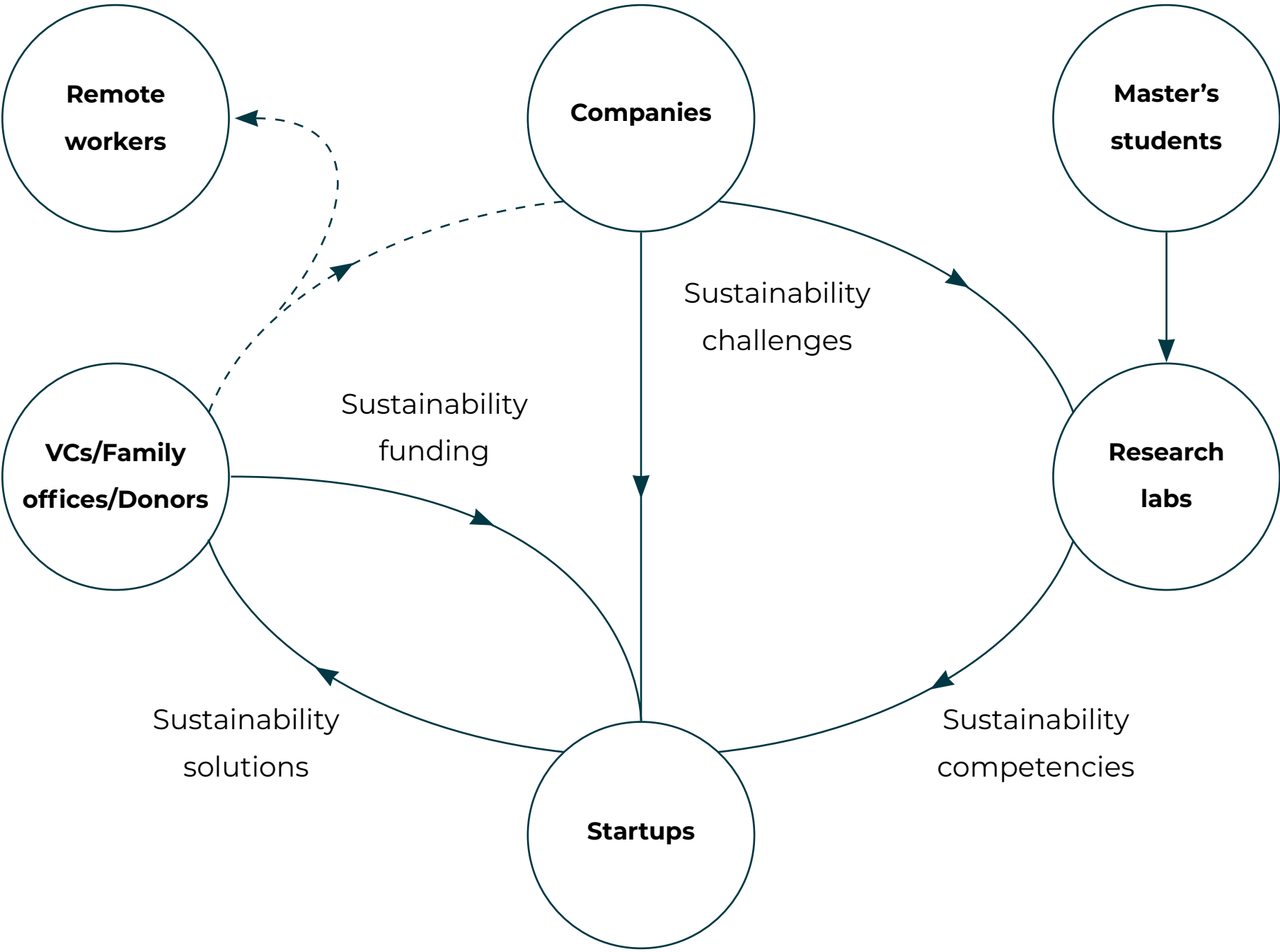
Test Ideas for SDGs in Venice



4.2

OPERATING MODEL

The acceleration virtuous circle



SDGs are an urgent call to action for people and planet, and companies are required to innovate their operational and business models by developing and testing new business ideas and technology solutions. VeniSIA copes with the companies' sustainable development challenges through a **virtuous circle of acceleration** where:

1. **established companies identify their main sustainable development challenges:** VeniSIA supports international and national companies to design a sustainability innovation project, with the aim to develop it;
2. **most qualified researchers and startups are identified, through a targeted international outreach in universities and research centers,** and consequently engaged by VeniSIA to provide business ideas and technology solutions which can result in sustainability innovation projects;

3. **research labs and startups are set off in Venice by funding companies, to carry out the sustainability innovation projects:** VeniSIA facilitates the connection between companies, labs, and startups and accelerates their growth by providing:

- **TRL advancement;**
- **Business model design;**
- **Funding support;**
- **Team building;**
- **Additional services** like mentoring and working spaces.

4. **VCs, family offices and donors join VeniSIA and create new market spaces for successful sustainability innovation projects:** VeniSIA supports the promotion of tested business ideas and technology solutions among international investors and VCs to further fund selected startups and unlock their commercial opportunities;

5. **additional companies are attracted** by the latter to cope with sustainability challenges and test in Venice ideas and solutions which can later work elsewhere in the world;

6. **Master's students get internships within the corporate labs:** VeniSIA supports companies to select the best master's students from (not only) Ca' Foscari University for an internship in the corporate labs in order to support the sustainability innovation projects;

7. **additional independent remote workers join Venice:** VeniSIA establishes and manages a community of innovators, attracting worldwide remote workers, interested in a unique living and working experience in Venice. VeniSIA copes with broader sustainable development challenges through the same acceleration process where startups are funded by donors/sponsors.



4.2 OPERATING MODEL

VeniSIA 2021-2025

1 Co-Innovation Program

This program on Climate Change & Circular Economy identifies and develops tech solutions into POCs to address sustainability challenges.

2 Argo Accelerator

Tourism & Travel Tech accelerator within CDP’s National Accelerators Network, promoting sustainable innovation in tourism.

3 NEXTStep

It’s NextEnergy Group’s investment initiative supporting early-stage CleanTech startups with funding, network, and expertise to accelerate.

4 Future Farming Initiative

Funded by the NextGenerationUE, the FFI deep tech project developed by a Newco between Ca’ Foscari University and ZERO.

5 iNest

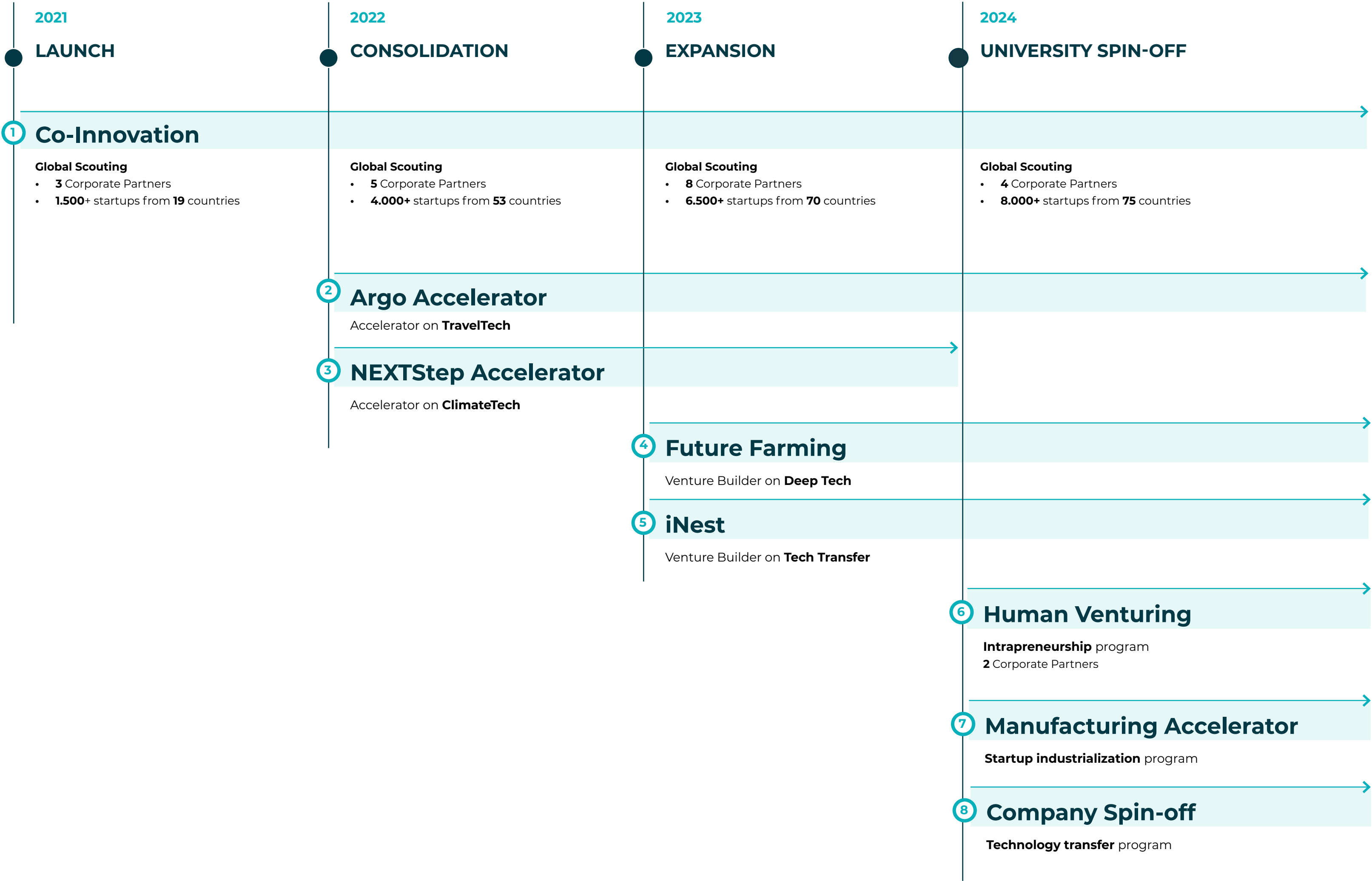
It’s a new ecosystem model linking universities, public research entities, and companies, to advance local industrial and research missions.

6 Human Venturing Program

7 Manufacturing Accelerator Program

4 Company Spin-off Program

These are VeniSIA’s programs that are part of our new offering aimed at empowering corporates to drive innovation and foster entrepreneurial growth.



4.3

VENISIA'S PROGRAMS

VeniSIA's Deep Tech Innovation Programs

INTRAPRENEURSHIP

1

Human
Venturing

VeniSIA Human Venturing Program empowers an organization's **human capital** to transform ideas into new businesses or business units. It is designed to reshape corporate culture by expanding employees' mindset toward innovation and problem-solving, fostering an **entrepreneurial** approach within the organization.

CORPORATE CHALLENGES

2

Co-
Innovation

VeniSIA Co-Innovation Program identifies **full-scale prototypes** aligned with the needs of Industrial Partners, with the aim of developing a pilot and industrialising the solution.

INDUSTRY TRENDS

3

Manufacturing
Accelerator

VeniSIA Manufacturing Accelerator Program identifies **full-scale prototypes** that are aligned with the assets of Industrial Partners who can support the industrialization, manufacturing, and, in some cases, distribution of these solutions.

TECHNOLOGY TRANSFER

4

Company
Spin-off

VeniSIA's Company Spin-off Program promotes **technology transfer** by converting IP into successful startups. It leverages an established process, with the support of a team of experts, to address all technical development challenges, link IP management strategies and tools to business strategy, and mitigate the risks associated with new business venture creation.

TECHNOLOGY TRANSFER

5

Venture
Building

VeniSIA Venture Building Program promotes **technology transfer** by turning Intellectual Property (IP) into successful startups. It aims to mitigate the risks of launching a new startup by using a proven process and a team of experts to cover all the technical aspects of developing a startup.

4.3.1

VENISIA'S PROGRAMS

Human Venturing

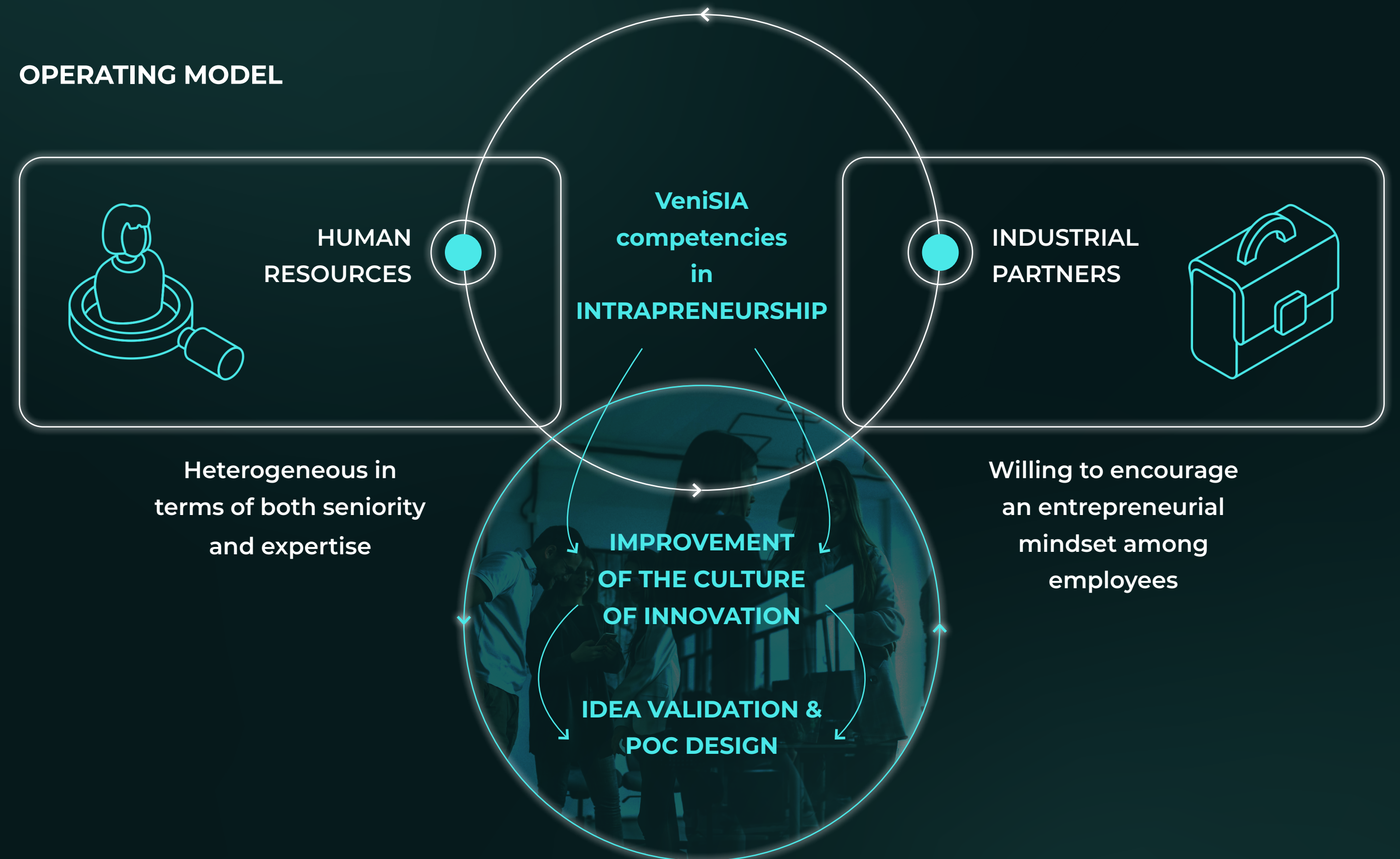
OVERVIEW

VeniSIA Human Venturing Program empowers an organization's human capital to transform ideas into new businesses or business units. It is designed to reshape corporate culture by expanding employees' mindset toward innovation and problem-solving, fostering an entrepreneurial approach within the organization.

CORPORATE BENEFITS

- Valorization of human capital
- Improvement of the culture of innovation
- Strengthen talent retention
- Enhancement of the employer branding
- Launch of new products

OPERATING MODEL



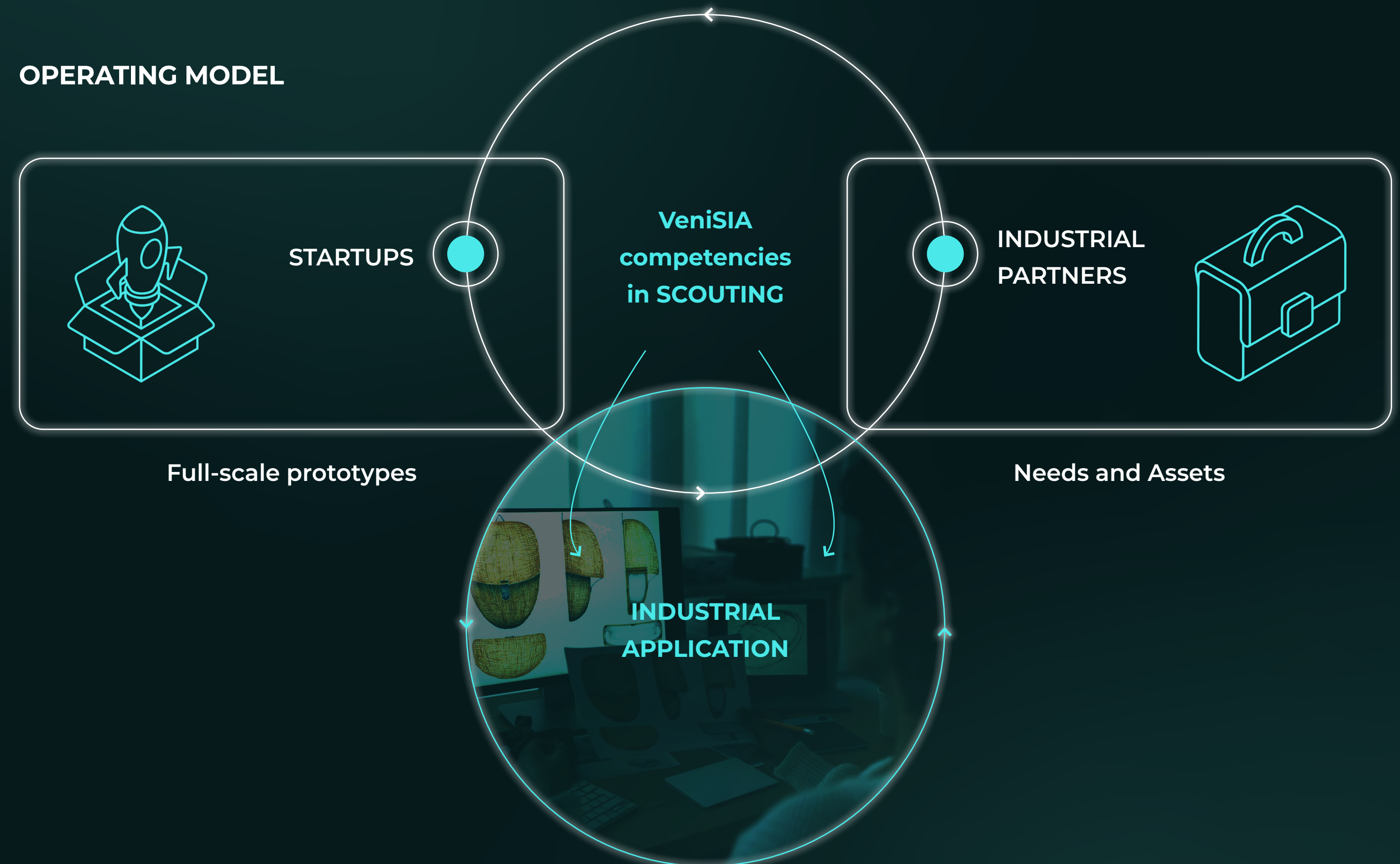
4.3.2

VENISIA'S PROGRAMS
Co-Innovation**OVERVIEW**

VeniSIA Co-Innovation Program identifies full-scale prototypes aligned with the needs of Industrial Partners, who can then support the industrialization of these solutions.

CORPORATE BENEFITS

- Identification of emerging trends
- Improvement of the culture of innovation
- Maximization of the production capacity
- Improvement of brand awareness
- Launch of new products

OPERATING MODEL

4.3.3

VENISIA'S PROGRAMS

Manufacturing Accelerator

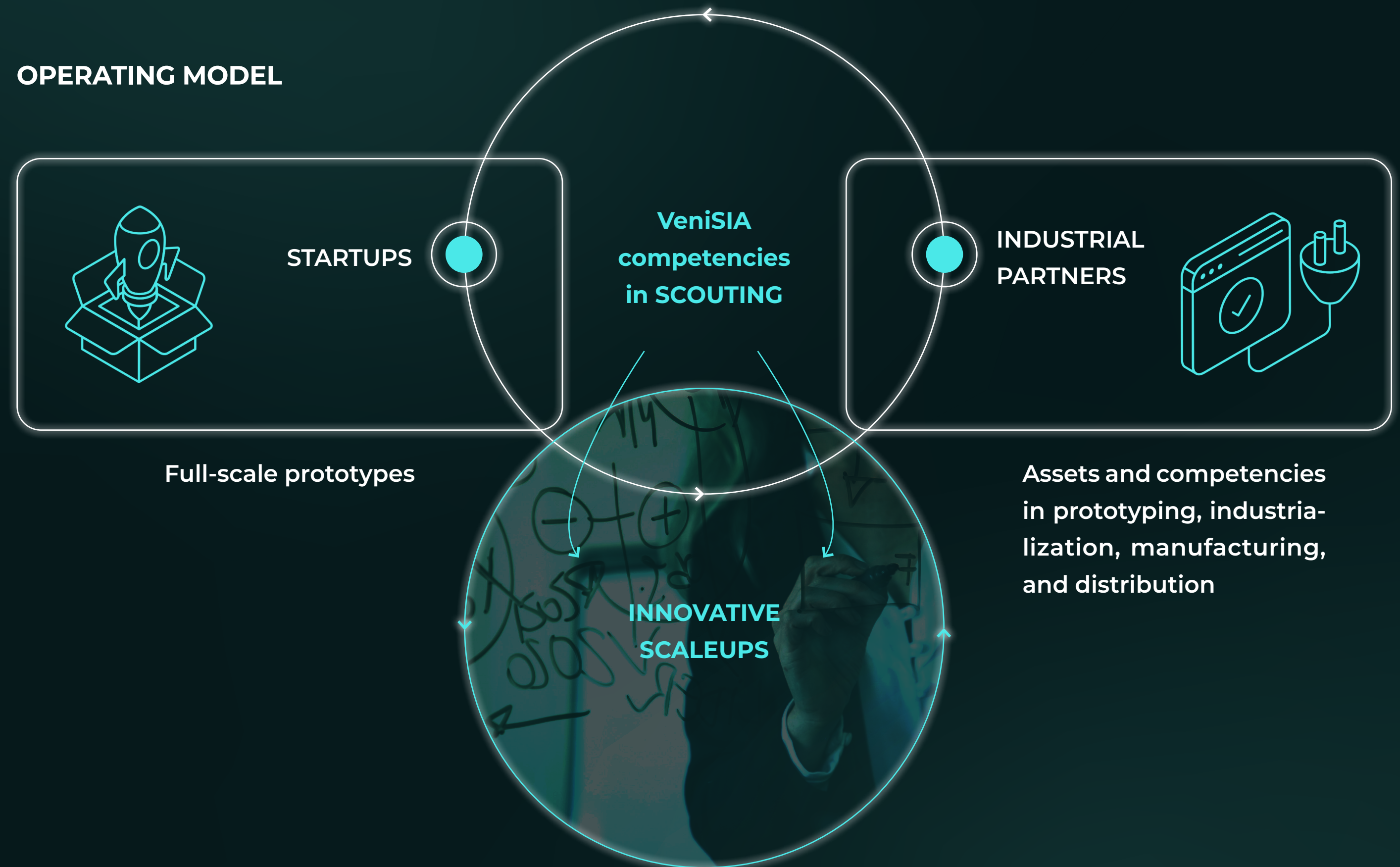
OVERVIEW

VeniSIA Manufacturing Accelerator Program is designed to accelerate the development of innovative solutions and validate them rapidly on the market. The goal is to achieve the traction needed to attract the interest of investors and corporations, establish a presence in the market, and scale up.

BENEFITS FOR STARTUP

- Find investors
- Enhance the team
- Meet qualified experts
- Gain visibility
- Improve the strategic approach

OPERATING MODEL



4.3.4

VENISIA'S PROGRAMS

Company Spin-off

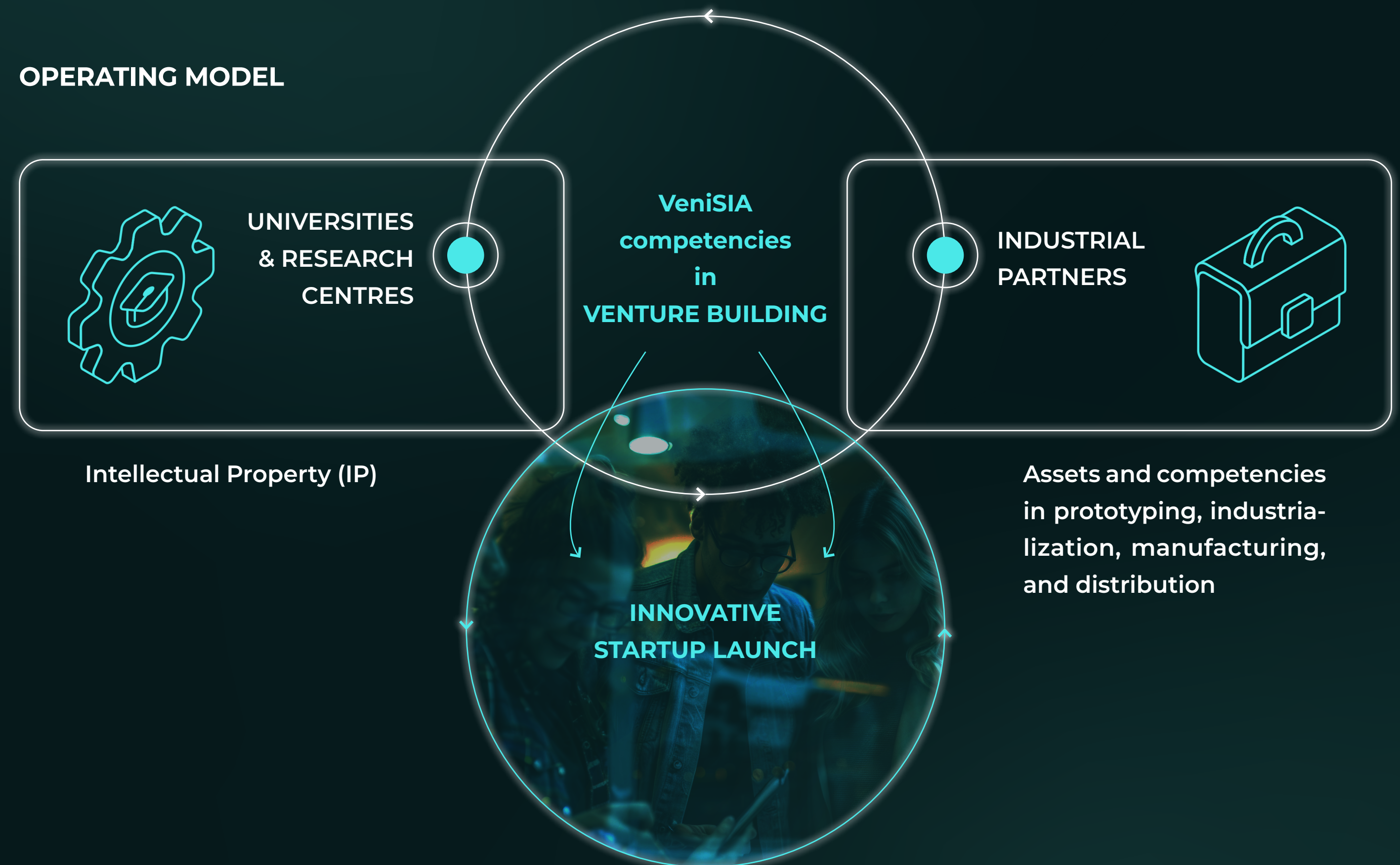
OVERVIEW

VeniSIA Company Spin-off Program promotes Technology Transfer by converting IP into successful startups. It leverages an established process, with the support of a team of experts, to address all technical development challenges, link IP management strategies and tools to business strategy, and mitigate the risks associated with new business venture creation.

CORPORATE BENEFITS

- Exploitation of Intellectual Property
- Improvement of the culture of innovation
- Maximization of the innovation capital
- Attractiveness to investors
- Expand and diversify offerings

OPERATING MODEL



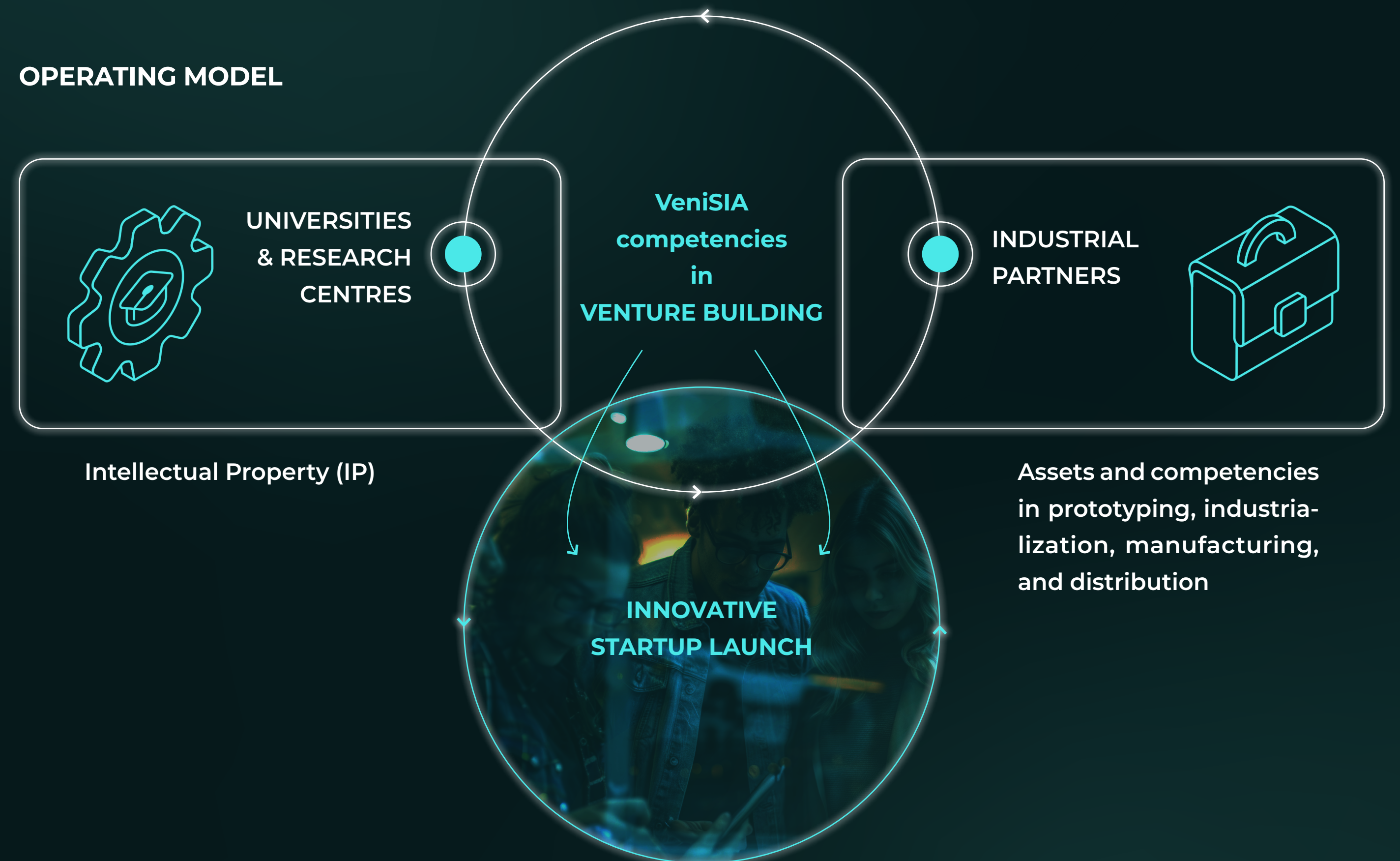
4.3.5

VENISIA'S PROGRAMS
Venture Building**OVERVIEW**

VeniSIA Venture Building Program promotes technology transfer by turning Intellectual Property (IP) into successful startups. It aims to mitigate the risks of launching a new startup by using a proven process and a team of experts to cover all the technical aspects of developing a startup.

CORPORATE BENEFITS

- Valorization of Intellectual Property
- Improvement of the culture of innovation
- Maximization of the production capacity
- Improvement of brand awareness
- Launch of new products

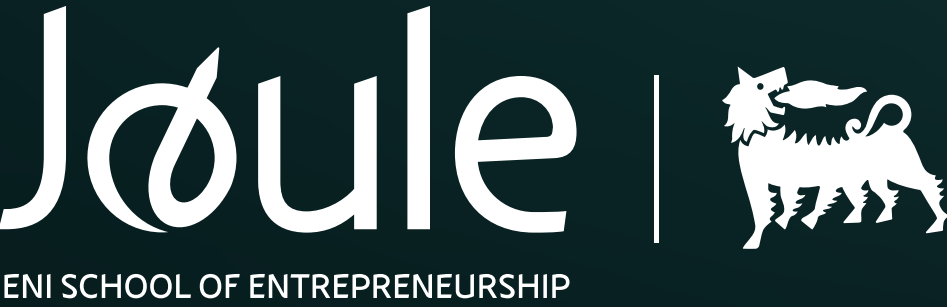
OPERATING MODEL

4.3.6

VENISIA'S PROGRAMS
Partners

PARTNERS

Main partner



Core partner



Seed partner



Seed partner



CDP RETE NAZIONALE
ACCELERATORI



Co-promoter



Manager and co-investor



Managers



Main Partner



Corporate Partner



Tech Partner



SUPPORTERS



4.3.7

VENISIA'S PROGRAMS
Ventures & Exits

ZERO
2018

1st Venture
CEA
CONTROLLED
ENVIRONMENT
AGRICULTURE



FUTURE FARMING INITIATIVE
2023

2nd Venture
Biotech



DIGITAL STRATEGY INNOVATION
2023

1st Exit
Computer Vision



4.3.8

VENISIA'S PROGRAMS
POCs 2021-2025

ENERDRAPE



Smart Building
Energy Generation

SLY



Air Monitoring

OMNIFLOW



Smart Cities &
Communities

ECOLOCKED



Smart Cities

ATIUM



Environment
Protection

REVERION



Circular Economy

LUMIRA



Smart Cities

VOODIN BLADES



Renewable
Energy

ASISTOBE



Smart Mobility

reRUBBER



Waste & Recycling

GARDIN



Agritech

CuRe TECHNOLOGY



Waste & Recycling

APPCYCLED



Sustainable
Fashion Platform

DUEDILATTE



Sustainable
Textiles

BUFAGA



Anti-pollution
Solution

NEXTOME



Smart Cities

GES



Hydrogen
Hybrid Battery

CARBOREM



Waste
Management

9-TECH



Circular Economy

RADOFF



Air Pollution

CRAFTED

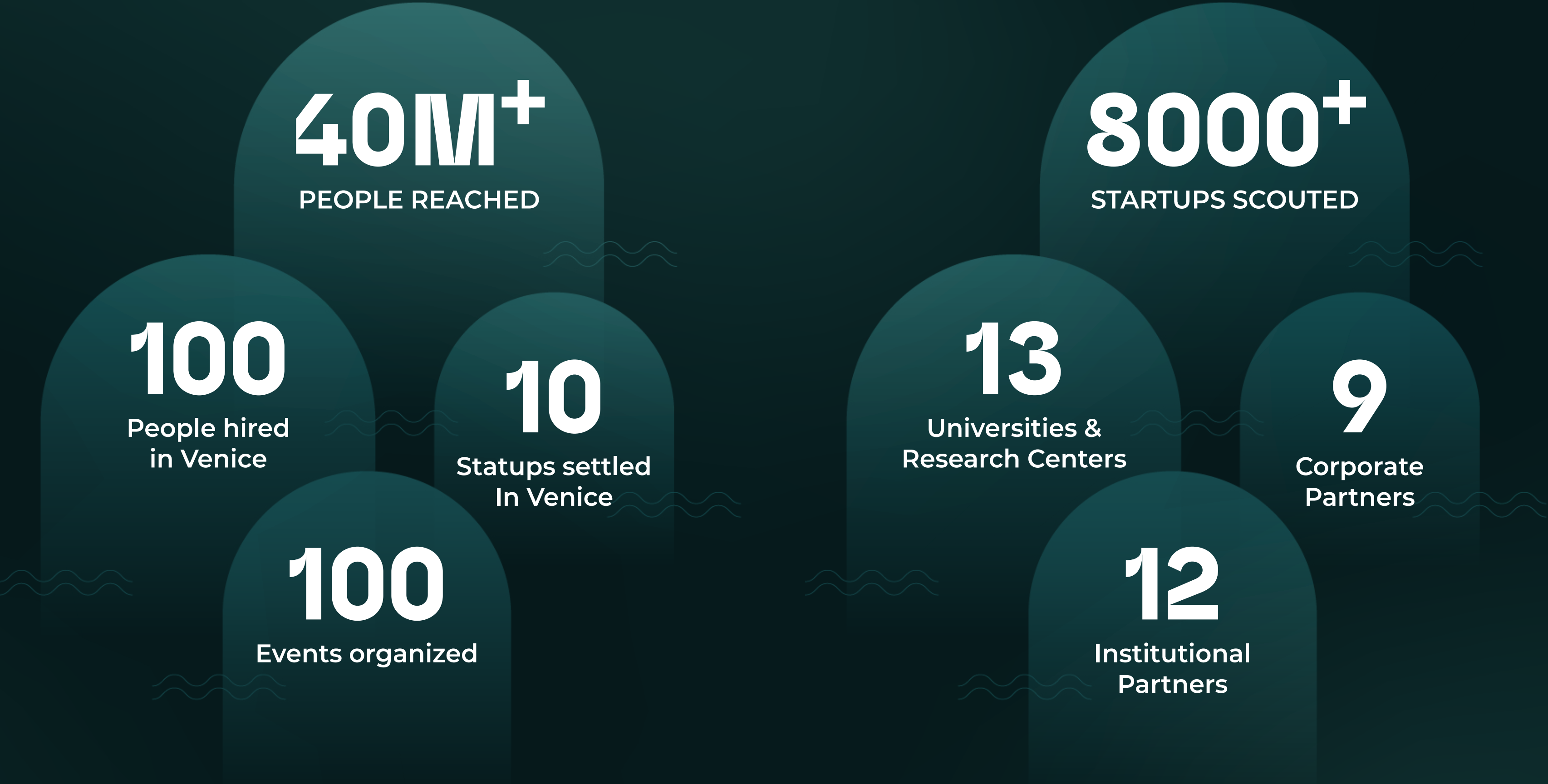


Sustainable
Digital Communication

4.4

GLOBAL REACH
Achievements

Funding companies join Venisia's programs (Human Venturing, Co-Innovation, Manufacturing Accelerator, Company Spin-off), to support a broad sustainability action, leveraging Venice as a showroom for business opportunities. **The result** is not to make an accelerator in Venice, but **to make an accelerator out of Venice**.



4.5

STAKEHOLDERS
VeniSIA's ecosystem

VeniSIA leverages a strong ecosystem to design and execute a complex system strategy, so that innovation success with key partners sets in motion a chain of success that is transmitted to the other partners in the ecosystem, **for the ultimate benefit of the ecosystem as a whole.**

Academic ecosystem

- 1. Ca' Foscari University of Venice
- 2. iNest, Interconnected Nord-Est Innovation Ecosystem
- 3. National & International Universities' ecosystem

Business ecosystem

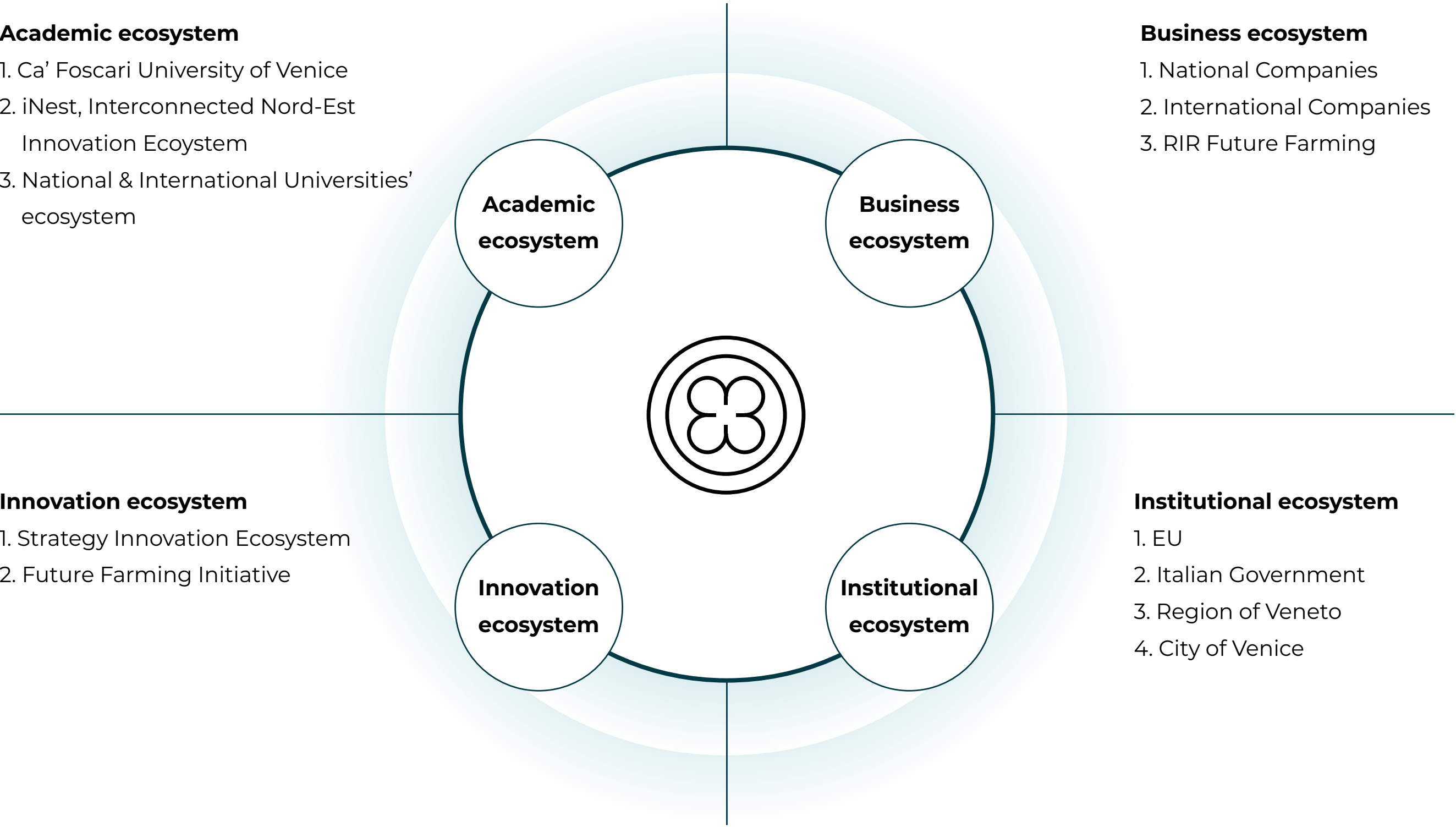
- 1. National Companies
- 2. International Companies
- 3. RIR Future Farming

Innovation ecosystem

- 1. Strategy Innovation Ecosystem
- 2. Future Farming Initiative

Institutional ecosystem

- 1. EU
- 2. Italian Government
- 3. Region of Veneto
- 4. City of Venice



4.6

ACADEMIC ECOSYSTEM
The keystone actor

VenisIA draws on a strong and well established academic and innovation ecosystem led by [Ca' Foscari University of Venice](#). Founded in 1868, the first-of- its-kind business school in Italy and the second in Europe, Ca' Foscari University's seat has always been the Foscari's stunning Gothic palace located on the Grand Canal.

Ca' Foscari University is one of the top universities in the nation and offers a wide range of degrees in the humanities and sciences. Together with cutting-edge facilities, an international reputation and high graduate employment rates, it also gives students a stimulating lifestyle in a truly inspiring location.

Ca' Foscari's mission is to facilitate and produce innovative and impactful research across the entire spectrum of its disciplines that addresses questions of global importance. Dedicated to fostering a multi- and intercultural outlook, it strives to provide students with a transformative learning experience. Moving forward, **Ca' Foscari will continue leveraging its academic excel-**

lence and cultural contributions in order to forge ever closer and more meaningful ties to its rich network of local, national and international communities.

Ca' Foscari is a top-ranked university that inspires researchers and students to become game-changers in their fields and to make a genuine difference in the world. It has eight departments:

- Department of Economics
- Department of Management
- Department of Environmental Sciences, Informatics and Statistics - the first department of environmental sciences in Italy
- Department of Asian and North African Studies
- Department of Linguistics and Comparative Cultural Studies
- Department of Molecular Sciences and Nanosystems
- Department of Philosophy and Cultural Heritage
- Department of Humanities

PlnK - Promoting Innovation and Knowledge is Ca' Foscari University's portal dedicated to technology and knowledge transfer between University research and businesses, institutions and the region. It promotes the collaboration between the University and entrepreneurship, supporting the exploitation of research results and fostering innovation and development.



Above:
- Ca' Foscari University of Venice - headquarter
View from Aula Baratto and its Quadrilobes

On the left:
- Ca' Foscari University of Venice - facade
View of the Grand Canal

4.7

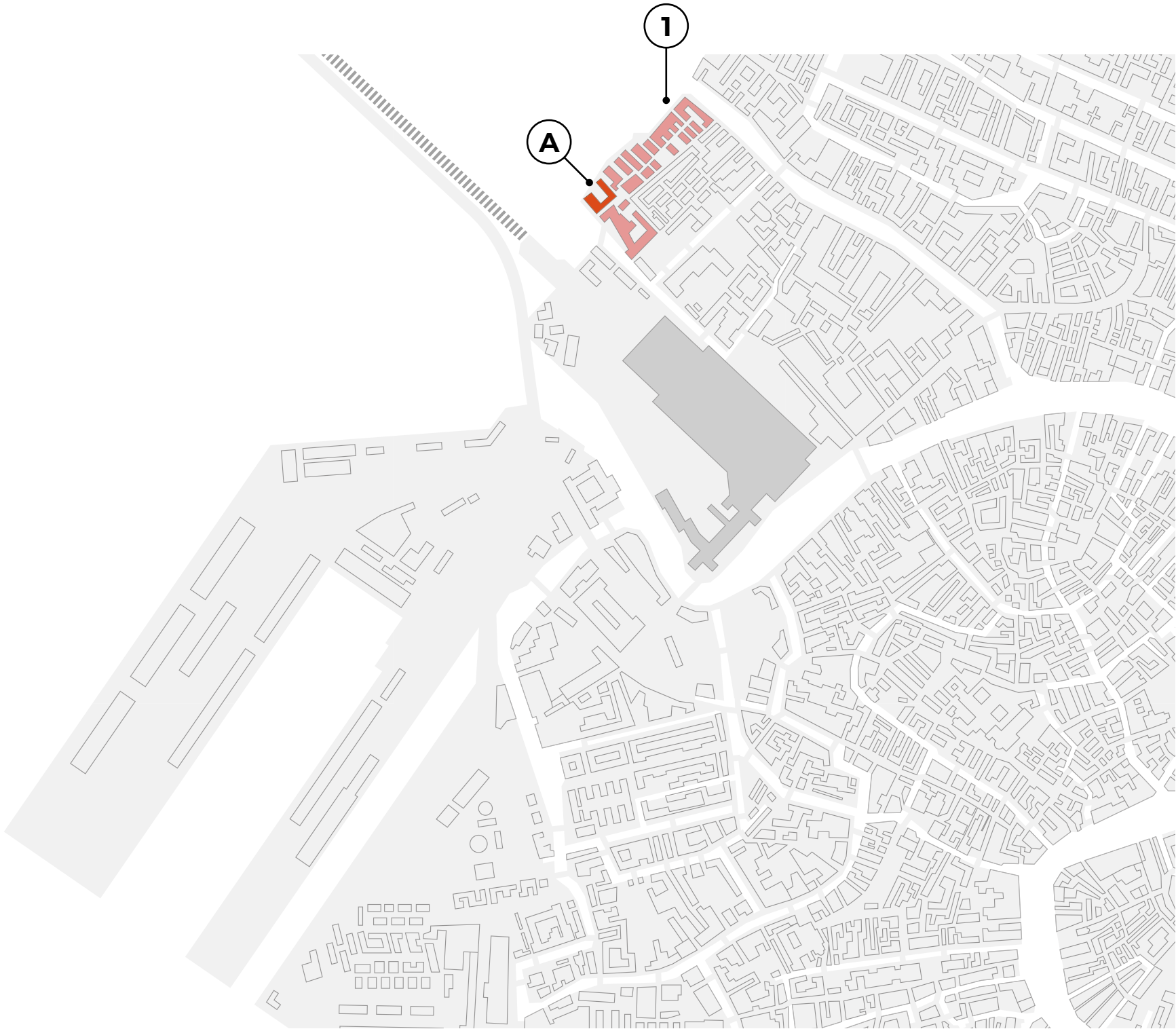
INNOVATION ECOSYSTEM

Strategy Innovation Ecosystem

The Economic Campus of Ca' Foscari University is the keystone actor of the most important strategy innovation ecosystem in Italy. Among the several strategy innovation projects developed:

- SI, Strategy Innovation SRL: a strategic innovation consultancy founded in 2015 as a Ca' Foscari University spin-off, now independent yet closely linked to academia. It stands out in Italy for its multidisciplinary team and unique approach, combining expertise in business, design, engineering, and social sciences with Ca' Foscari's extensive network.
- SIF, Strategy Innovation Forum: the largest Italian strategy innovation think tank of entrepreneurs, managers, experts, academics and policy makers who take part in SIF to develop knowledge and create networks for the transformation of the economic system. The focus of the 5th edition of SIF was the impact of AI and Blockchain on business models: 50 partners (e.g.: Siemens, Engineering, Acqua Minerale San Benedetto, Santa Margherita), 100 speakers and 1.500 attendees;
- SIW, Strategy Innovation Workshop: smaller events for the SIF, focused on selected strategic topics and mainly related to digital & technology trends, social & environmental trends and cross-cultural trends;
- SIM, Strategy Innovation Master: a part-time executive master focused on front-end innovation. SIM explores all the business model innovation sources, namely market pull, design-driven and technology push, with the ambition to create a real startup by the end of the master. SIM is supported by several companies (e.g.: Crédit Agricole, OVS, Superjet International, ABS, Nice).

A Strategy Innovation Accelerator, specifically a sustainability one, is the missing project to support a new era in which civil society, governments, the scientific community, policy makers and businesses work together relentlessly towards a more equitable, prosperous and sustainable world.



On the right:
Section of Venice map and a view of the lagoon and of the SIH
1 - Ca' Foscari University Economic Campus
A - Student housing (250 pax)

4.8

BUSINESS ECOSYSTEM

Private actors

VeniSIA rises in a considerable business ecosystem. While startups have the leading role in the acceleration process, the backing of partners has the key role for feasibility. **VeniSIA promotes a wide range of business opportunities and collaboration options, involving different private and public partners located both in Venice and worldwide.**

Business community

- **Firms:**
Established companies willing to match with VeniSIA startups in order to recast or improve their business model by exploiting the SDGs as the driving force for innovation and value, and by maximizing the potential of their distinctive know-how and manufacturing competencies. Partner companies are mostly (but not only) located in the Venice metropolitan area. In fact, the need to adopt sustainable and SDG-driven business models is crucial for the ecosystem of local companies, which generate a value-added of €180.1B and an export value of €82.1B, resulting in a positive trade balance of €9.7B (Regione del Veneto, 2023) The most important industries are: mechanical, agrifood, eyewear and biomedical, leather, electronics and appliances. Tourism is also a key industry with 69.2M of presences, including 47.1M foreigners.

- **Investors:**
companies, VCs or individuals invest in VeniSIA's business ideas and technology solutions. The promotion is targeted at investors in order to unlock VeniSIA's commercial opportunities. Investors, influenced by location, the timeline of their funds, their interest and expertise in a certain field, are great allies in taking the startups to the next level of growth.

Below:
Photo by Gryffyn on Unsplash.com



Supporters

- **Sponsors:**
foundations, trade associations, chambers of commerce and other private organizations keen to offer a contribution to VeniSIA. The contribution could be either direct funding and in-kind donations, including access to networks, mentoring, tutoring (e.g.: chambers of commerce of the metropolitan area can share their network, mentorship on vertical topics or fund those startups which

match their associates' topics). [Confindustria Veneto](#)'s training subsidiary, SIAV can help with mentoring and involvement of local companies.

- **Donors:**
individuals or companies willing to offer financial support to VeniSIA's social or technology mission without a direct ROI. Benefits are the sharing of such relevant targets and of SDGs-driven business models. Additional benefits include the use of VeniSIA's premises and awards and acknowledgements from Venice universities.

- **Mentors:**
most welcome mentors are Venetians living abroad and devoted to supporting the future of Venice and retired top managers interested in providing competences for the startups involved in the project.

4.9

INSTITUTIONAL STAKEHOLDERS
Public organizations



Ursula von der Leyen
President of the European Commission
Speech at the European Parliament
Plenary Session
Strasbourg, 27 November 2019

“If there is one area where the world needs our leadership, it is on protecting our climate. This is an existential issue for Europe – and for the world. ... How can it not be existential when we see Venice under water, Portugal's forests on fire, or Lithuania's harvests cut by half because of droughts? This has happened before but never with the same frequency or intensity. We do not have a moment to waste. The faster Europe moves, the greater the advantage will be for our citizens, our competitiveness and our prosperity. The European Green Deal is a must for the health of our planet and our people – and for our economy. The European Green Deal is our new growth strategy. It will help us cut emissions while creating jobs. At the core of it will be an industrial strategy that enables our businesses – big and small – to innovate and to develop new technologies while creating new markets. We will be global standard setters. This is our competitive advantage. And the best way to ensure a level-playing field. It is a generational transition towards climate neutrality by mid-century. It will need massive investment in innovation, research, infrastructure, housing, and the training of people. It will require public and private investments – at the European and national levels. And once again Europe is already leading the way. The European Union will mainstream climate financing throughout its budget, but also throughout capital markets and the entire investment chain. In regions that will have to make a bigger step than most, we will support people and businesses with a targeted just transition mechanism. It will cut across different funds and instruments and attract the private investment we need. To help us achieve this, the European Investment Bank will be a trusted partner. I am particularly happy with the progress it has made to strengthen its role as EU climate bank. This will boost investment in European technologies and the solutions the world is looking for.”

Authorities

Institutions to be engaged:

- **the European Union** has the ambition to become the first climate-neutral continent through the implementation of its roadmap “[European Green Deal](#)”. EU offers extensive financial support to companies and research bodies interested in developing new technologies to address climate change and other environmental challenges. For instance, the European Innovation Council is launching a series of calls focused on global emergencies (such as the COVID-19 pandemic and the Green Deal). Specifically, the SME Instrument targets SMEs and startups with radically innovative, marketable ideas, aiming to accelerate their scaling-up in European and global markets.
- **the Italian Government** has developed the Piano Mattei, a strategic initiative to strengthen partnerships with African nations across various sectors. It involves several ministries, including the Ministry of Foreign Affairs, the Ministry of Economy and Finance, and the Ministry of Environ-

ment and Energy Security. It focuses on mutual development through collaboration on key infrastructure projects, such as **Future Farming Initiative Srl** (chaired by Professor Carlo Bagnoli and supported by **Venisia**), which has been designated as a flagship project by the Italian Government and included in a roadshow across Africa and the Gulf Countries.

Engaged institutions:

- **the Region of Veneto** already supports pollution control by exploiting national and EU funds. Calls for projects are frequently issued under Axes 1 and 4 of the POR FESR program, focused on research, development and innovation and on energy sustainability and environmental quality. Additionally, the region has adopted a sustainable growth strategy, promoting resource efficiency and a greener, more competitive economy as a key Smart Specialization within the RIS3 guidelines.
- **The City of Venice** has already secured funding from the National Operational Program Metropolitan Cities 2014-2020

to enhance urban sustainability. Specifically, it has implemented a Smart Control Room, where technologies for tourism monitoring, traffic optimization, and pollution control are utilized to improve the quality of life in both the metropolitan area and the historic center of Venice.

4.10

LOCATION
Venice area

Venice is the capital of north-east Italy, among the most innovative manufacturing regions in Europe, where a network of SMEs is able to produce anything. Nine universities are located in this area, including the University of Padua, which is one of the oldest universities (founded in 1222). This makes Venice **a center of attraction for international researchers and students**, especially for those from the closest areas of Asia and North Africa.

- Venice has multiple international transport hubs:
- **Venice airport** (15 mins by car) hands almost 12M passengers p/year making it the fourth-busiest airport in Italy with flights to European metropolitan areas and to the United States, Canada, South Korea and the Middle East. An additional airport hands 3M passengers p/year and mostly serves low-cost airlines.
 - Distances: Paris - 1,5h; London - 2h; Moscow - 3h.
 - **Venice port** (walking distance) is at the intersection of the European transport corridors. 7 commercial terminals, 16 privately-owned terminals and 10 passenger terminals.
 - **Venice highway** (10 mins by car) is known as the Serenissima and stretches from Turin to Trieste. As it runs through the whole highly industrialized Po Valley, it is one of the busiest in Italy.
 - Distances: Milan - 2,5h; Rome - 3,5h.
 - **Venice train station** (walking distance) is the most important one in north-east Italy. High-speed trains connect Venice to all main Italian cities and to European capitals.

Home of the relatively small community of residents in the historic city center, Venice also nurtures a dynamic network of innovators and entrepreneurs that, together with the **wide community of its universities, research centers and cultural institutes**, permeate the city's metropolitan area on the lagoon and on the mainland. One secure initial location will host VeniSIA at its early stage, a mix of active and unused spaces in the historic center of Venice and at an easy reach from main transport hubs. Three potential additional locations are taken into account to further enlarge VeniSIA's sites, in need for recovery to provide the best possible environment for a new use.



On the right:
World map and tag of where Venice is located

4.10

LOCATION

Venice's Historic Centre

1. Economic Campus San Giobbe:
Cannaregio 873,
Fondamenta San Giobbe,
30121, Venice (VE)
2. Registered office:
Dorsoduro 2406/C
30123, Venice (VE)
Italy



4.11

AUTHOR
VeniSIA



Carlo Bagnoli Ph.D.

Full Professor of Strategy Innovation
Ca’ Foscari University of Venice

At Ca’ Foscari University of Venice, Carlo Bagnoli is **Full Professor of Strategic Innovation** at the Venice School of Management. He is the Head of Strategy of **VeniSIA** – Venice Sustainability Innovation Accelerator, Founder and Scientific Coordinator of **SIM** – Strategy Innovation Master, and Scientific Director of **SIF** – Strategy Innovation Forum.

He is a member of the Management Committee and President of the Scientific Technical Committee of the Veneto Region’s R.I.R. “Smart Destinations in The Land of Venice – 2026”.

He is also the Founder and Scientific Director of the university spin-out **Strategy Innovation Srl**, Co-founder of the university spin-off **Digital Strategy Innovation Srl**, President of the Technical Scientific Committee of **LUM Strategy Innovation Srl**, and President of **Future Farming Initiative Srl**.

Additionally, he is a member of the Scientific Committee of the Philosophy & Business Unit at Vita-Salute San Raffaele University and serves on the Editorial Advisory Board of the Journal of Business Model.

As a result of his active scientific research in support of business, he develops business model transformation projects for Italian companies, blending innovation, creativity, and provocation while implementing certified methodologies.

Author of **over 100 scientific articles** and 10 monographs, his most recent works include “Innovazione Strategica” (Giappichelli, 2024)”, Alla ricerca dell’impresa totale. Uno sguardo comparativo su arti, psicoanalisi, management” (Edizioni Ca’ Foscari), “Business Model Circolari” (Giappichelli), and “Digital Business Model” (Springer).

4.12

CALL TO ACTION

What you can do for VeniSIA

Companies

- Participate in VeniSIA's programs as investors or startups.

Donors & Sponsors

- Explore other forms of collaboration with VeniSIA to help make “Venice, the oldest city of the future®” a reality.
- Support VeniSIA by making a donation or providing services.

Startups & Researchers

- Respond to call to action events and provide technology solutions to global challenges.

Students

- Contribute to VeniSIA's programs or startups by participating in internships or conducting thesis research.

Supporters

- Provide public support to VeniSIA's initiatives.

Mentors

- Guide and support startups. Particularly welcome are Venetians living abroad and retired top managers keen on giving back for the future of Venice.

5.1

VeniSIA Epilogue

“But, my dear fellow, nothing in the world
that ever you have heard of Venice,
is equal to the magnificent and stupendous reality.
The wildest visions of the Arabian Nights are nothing to the piazza of Saint Mark,
and the first impression of the inside of the church.
The gorgeous and wonderful reality of Venice is beyond
the fancy of the wildest dreamer. Opium couldn’t build such a place,
and enchantment couldn’t shadow it forth in a vision.
All that I have heard of it, read of it in truth or fiction, fancied of it,
is left thousands of miles behind.
You know that I am liable to disappointment
in such things from over-expectation,
but Venice is above, beyond, out of all reach of coming near, the imagination of a man.
It has never been rated high enough.
It is a thing you would shed tears to see.”

Charles Dickens, Extract from a letter to John Forster, 1844

5.2

VeniSIA
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