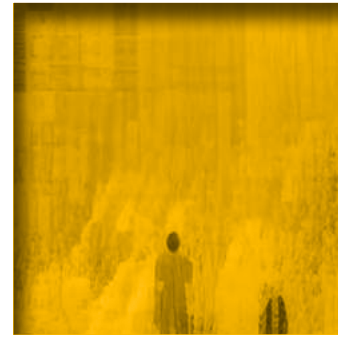




Fondazione
Compagnia
di San Paolo

Data Strategy 2023-2030



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Why DO WE NEED A Data Strategy?

Surveying the past, scanning the present, sketching the future.

Since its inception in 2017, Fondazione Compagnia di San Paolo has been implementing a programme of digital transition involving various dimensions of its strategic, organisational and technical infrastructure.

The data domain, including the whole ecosystem of technologies, methods, developments and skills, remains the target of one of our most significant system-building programmes, and involves the whole organisation.

Six years since the launch of this programme, Fondazione Compagnia di San Paolo has begun to reshape itself, by embarking on a process of transition towards a data-driven foundation, where data is gradually becoming a central asset in our work.

We still have a long way to go, however, so we urgently need to identify our priorities for the coming years and formalise them in a dedicated strategy.

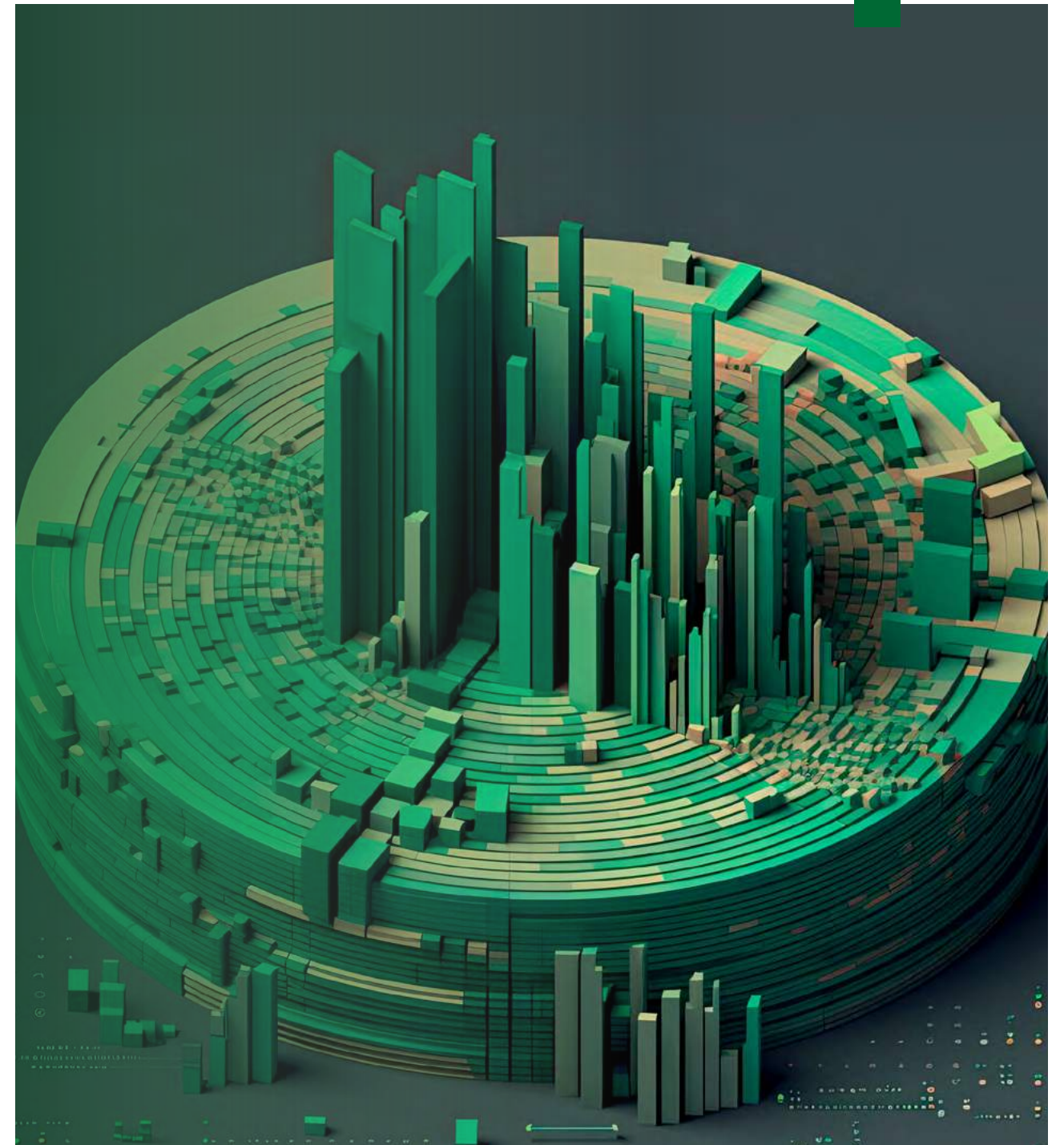
Data and our data exploitation strategy always have been and always will be at the service of a higher mission, namely to make the Foundation's work more effective and more efficient.

That is why Fondazione Compagnia di San Paolo's Impact Innovation Department believes that the best way to achieve these goals is to draw up a clear, universally embraced Data Strategy.

Our Data Strategy 2023-2030 is not set in stone by this first version, which is a dynamic document subject to constant updating in line with the Foundation's changing priorities and the evolving needs of the catchment area.

Generating, sharing and exploiting data as an intelligent resource for a data-driven Foundation committed to building evidence-based policies.

*Multi-Year Planning
Document 2017-2020*



Section 1



Scanning

THE PRESENT

120
questionnaires drawn up to monitor
the Strategic Plan

200
hours of training provided

60
dashboards at the disposal
of Fondazione Compagnia
di San Paolo staff

1800
items of data requested
by monitoring questionnaires

2,100
different types of data hosted
in our Enterprise Data Warehouse

150
open databases interrogated
for the “Data for Citizen
Engagement” project

€4 bln
of funding awarded over the course
of Fondazione Compagnia di San Paolo’s history
and mapped in the Enterprise Data Warehouse

68,000
project proposals managed

31,000
supported projects mapped since 1985

700
calls for proposals tracked

250
start-ups and innovative businesses mapped
on the accelerators platform

8,600
local bodies registered

100%
of Auxiliary Bodies have standardised their
management control in line the Foundation’s guidelines

25
papers presented to national
and international conferences

13,000
views of LinkedIn posts
on the subject of data

10,000
visits to the
CSP Data Hub

TOOLS

DATA

MAPPING

DISSEMINATION

Flagship projects 2017-2024.

Enterprise Data Warehouse	Open Data	Monitoring the Strategic Plan 2021-2024	CSP Data Hub	Evolution of the Compagnia online application system and SIME ERP software	International positioning
The Enterprise Data Warehouse is the cloud infrastructure that hosts the Foundation's historic data. Originally designed as a grant-making database, it has gradually expanded and now contains financial investment and management control data, open data relating to the catchment area and the key data held by the Auxiliary Bodies. IT IS the main system-building programme in the data domain, and represents a commitment to securing and offering democratic access to Fondazione Compagnia di San Paolo's substantial information assets.	Fondazione Compagnia di San Paolo has always placed a strong emphasis on open data, which, if appropriately used, can provide an enhanced understanding of the economic, social, demographic and environmental aspects of the catchment area. The end result of this commitment is the "Data for Citizen Engagement" portal, which is accessible to all citizens and offers an extensive open data library containing graphs and information that are quick and easy to consult.	The Multi-Year Planning Document 2021-2024 identified a large number of measurable indicators designed to illustrate the results achieved by the Foundation through projects implemented by bodies it supports and through its own operational projects. In order to make these measurements available, a major initiative has been launched to collect over 700 indicators. One of the first outputs from the initiative, which is still ongoing and involves the entire Foundation and beneficiary entities, is the Impact Report for 2022 and 2023.	The term CSP Data Hub has two meanings. First and foremost, it denotes the spectrum of projects and initiatives relating to data management, analysis and exploitation within Fondazione Compagnia di San Paolo. But the CSP Data Hub is also the platform that provides access to the Foundation's information assets. It hosts over 60 dashboards for use by staff, which contain historic grant-making data, open data and information about the Foundation's operations.	The Foundation's use of data has advanced in step with the adoption of increasingly sophisticated technologies for managing grant-making activities. The technical situation in 2017 was such that two systems existed alongside each other: the "ROL", Compagnia's online grant application system, and SIME, its ERP package for managing operational activities. In 2023, the two systems, ROL 2.0 and SIME, merged into a single platform, called EROWEB, which now enables the entire grant-making process to be managed more efficiently.	The Foundation is constantly committed to sharing its experiences and lessons learned in contexts beyond its own sphere of action. This practice is not confined to data alone, but extends to the full range of its experiences, initiatives, projects and programmes. Compagnia has made numerous efforts to share knowledge in recent years, including through structured collaborations with associations of philanthropic organisations (Philea, Assifero) and philanthropic research bodies (Ernop), as well as by publishing scientific articles and presenting them at international conferences.
					

Data
Philanthropy

Social Listening
& Advisory

Auxiliary Bodies
Management Control

Finance Department
system-building programmes

Mapping of the
Innovation Ecosystem

Artificial
Intelligence

Understanding how to use data for the common good outside of Compagnia's internal activities is one of the key challenges for the four-year period 2021-2024. Re-using private data for philanthropic purposes and sharing the Foundation's internal data are some of the ways in which the concept of "data philanthropy" is translated into practice. This scenario has yet to unleash its full potential but Compagnia is making every effort to ensure that it will.



Listening to the views of people in the catchment area by means of latest-generation tools and specialist consulting. The many challenges relating to data and innovation include keeping pace with technological progress at all times. Web and social media monitoring and ICT support from leading international companies are two of the main strategies that the Foundation has adopted to complement its internal intelligence and advisory offering.



The most complex and important projects include creating a common management control format for the Foundation's auxiliary bodies, involving the standardisation of the collection of management control macro-data. Fondazione Compagnia di San Paolo now has a tool that provides quarterly summaries of the situation of all these bodies in terms of budget, income statement and balance sheet.



One of the most significant collaborations launched in recent years has been with the CFO and the Finance Department. Action has been taken on multiple fronts to secure data and streamline workflows. The data once hosted on the systems of Fondaco, the asset manager, is now directly available to Compagnia, and this has made operations more efficient. Furthermore, a platform has been developed for the purpose of collecting and displaying data as part of the annual initiative of Philea's European Foundation Financial and Investment officers Group (EFFIO), of which the Finance Department is group leader.



Creating an innovation ecosystem in Piedmont is one of the major missions that the Foundation has set itself in recent years. This is not merely a question of supporting acceleration programmes and start-up incubators, but also involves investments within the framework of Compagnia's efforts to manage and increase the value of its assets. The aim of mapping this complex ecosystem is to gain a clearer understanding of which actors on the national and international innovation scene are benefiting from the Foundation's direct or indirect support.



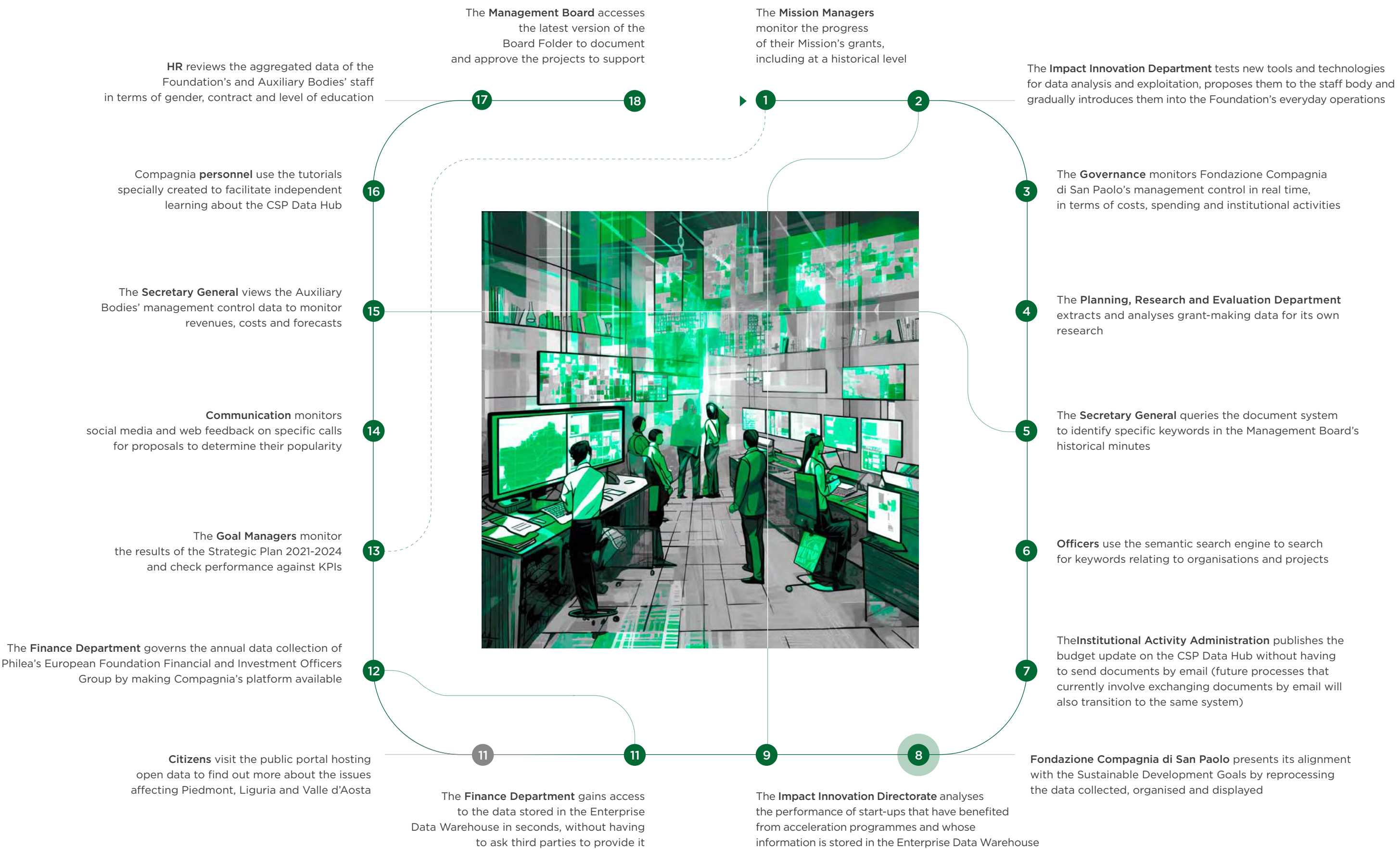
Compagnia is adapting rapidly to the recent explosion of technological opportunities that artificial intelligence has opened up. In addition to the work taking place to support the ecosystem, several major projects are also under way. The first relates to the development of a chatbot to support energy communities. The second involves using artificial intelligence to create an avatar of Luigi Einaudi that will be capable of generating content from the written output of the great economist, thus allowing direct interaction with the user.



From projects to services: the data-driven foundation

Section 1
Scanning
the present

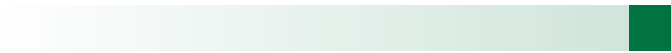
Section 2
Sketching
the future



Section 2

Sketching

THE FUTURE



“Since 1563, we’ve been working to build the common good”: this is the message that encapsulates the Foundation’s everyday efforts. The Data Strategy 2023-2030 is aligned with Compagnia’s general message, under the vision:

Data for the common good.

Data has the power to help Compagnia exert a positive force on society in multiple ways, including by facilitating decision-making, providing rapid access to knowledge, disseminating good practices, promoting partnerships, optimising the Foundation’s operations and enhancing the understanding of everyone it works with.

In line with the current organisational structure, we have decided to express this vision through four Goals.



Culture
Constant innovation
for a data-driven foundation

The Data Strategy’s Culture Goal is to continue to search constantly for methodological and technological innovations, so as to enable Fondazione Compagnia di San Paolo to speed up its transition into a data-driven foundation.



People
Boosting skills
to make better use of data

Through the People Goal, the Data Strategy aims to strengthen the Foundation’s human resources, in order to enhance data skills and culture, which are a cornerstone of Compagnia’s work.



Planet
Initiatives for a society
that uses data for the common good

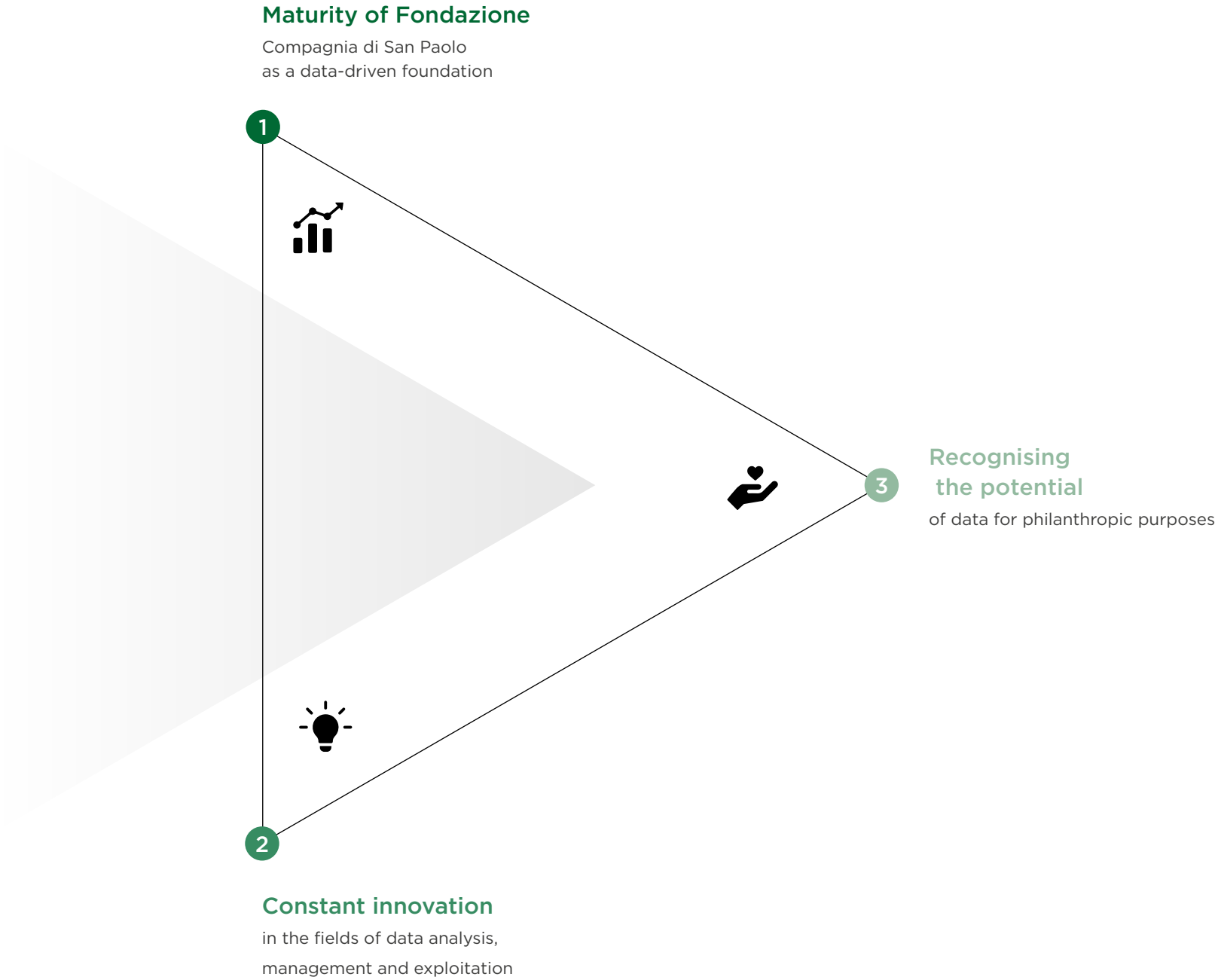
The Data Strategy’s Planet Goal draws upon all the possible initiatives undertaken outside the Foundation that share the common denominator of using data to promote the prosperity of citizens and the development of the catchment area.

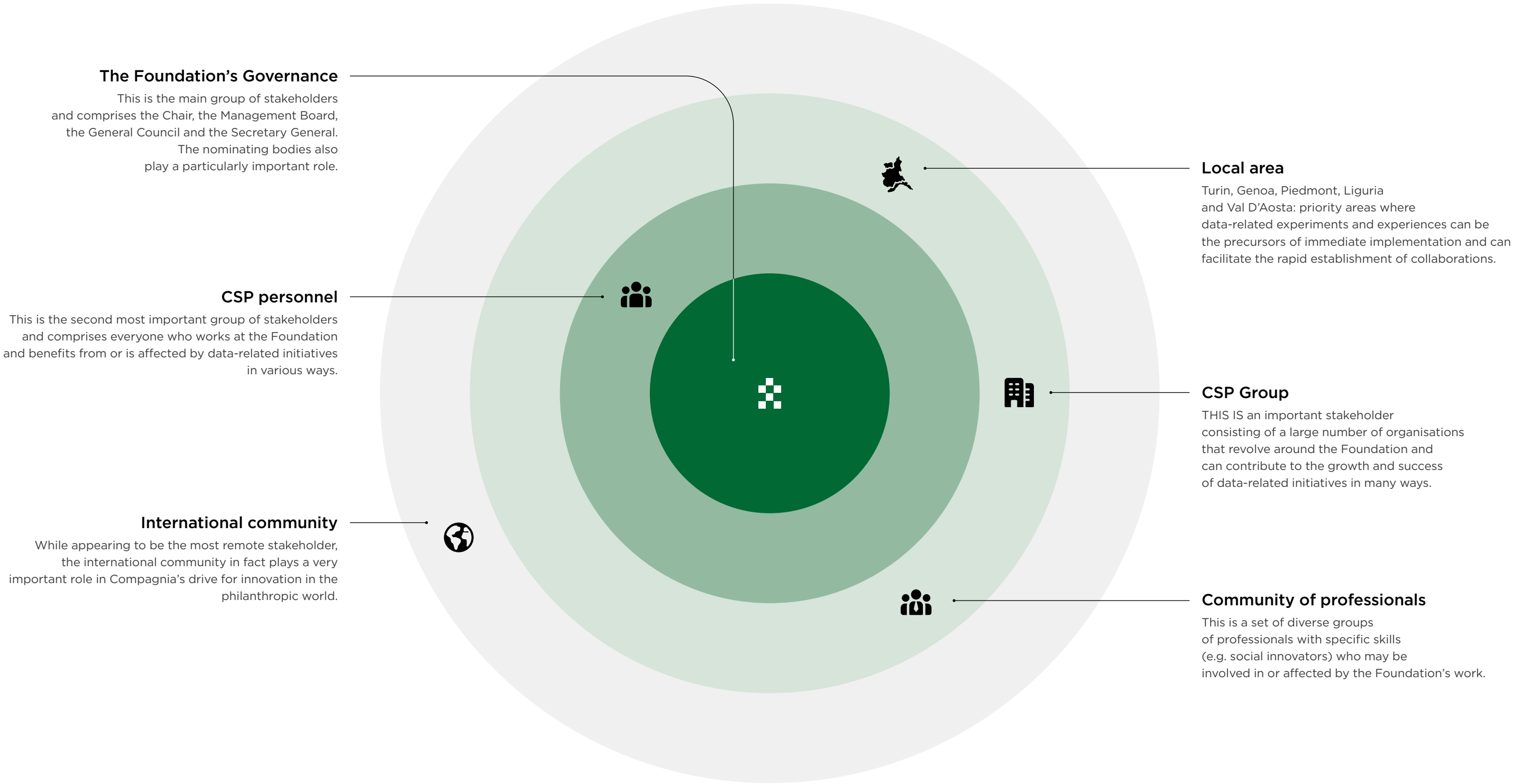


Finance
State-of-the-art tools
for asset management

The Finance Department emphasises the importance and advisability of using data to reinforce and enhance asset management activities by adopting new tools, innovative methodologies and up-to-date insights.

Compagnia's commitment to data for the years to come is driven by three factors. The first is the success of the work done to date, which offers a stimulus to carry on pursuing the goal of becoming a “data-driven foundation 2.0” with even greater determination. The second is the constant evolution of new tools, practices and methodologies in the data domain, which become available and can therefore be used for various purposes. The third is the significant growth in opportunities to share and use data for the common good that have emerged on the international stage in recent years.







Constant innovation
for a data-driven foundation.

Stepping up fast, reliable access
to the Foundation's data

With the roll-out of the Enterprise Data Warehouse and the CSP Data Hub Gateway Web, a major part of Fondazione Compagnia di San Paolo's information assets have become rapidly accessible to the Foundation's staff. The process is not complete, however, because certain data sets are still collected in an unstructured manner and represent an important asset to be made available to the entire organisation.

Activating the document
management system

Documents constitute data and must therefore be managed and exploited in a similar way to the one already adopted for the Foundation's numerical and textual data. A document management system is currently being developed, whose purpose is to collect and organise these crucial information assets more efficiently and accessibly, and keep them operational in the long term.

Boosting the use of data
for monitoring
the Foundation's activities

At the beginning of the 2021-2024 tenure of the General Council, Compagnia launched the ambitious project of measuring the outputs of its philanthropic actions over time. The technical and methodological commitment involved in monitoring the Strategic Plan 2021-2024 is constantly evolving, and the aim for the next few years is to make this process illustrate the impact of Compagnia's actions on the catchment area more efficiently and effectively.

Keeping track of technical and
methodological innovations relating to data

Digital innovation is continuing apace. For a non-profit organisation like Fondazione Compagnia di San Paolo, which puts constant innovation at the heart of its mission, keeping up with the times is both a duty and a major commitment. Generative artificial intelligence, natural language processing, data mesh, chatbots and dataops are just some of the innovations that could have potential for the Foundation. Many new solutions are set to emerge in the months to come.

Increasing the use of automated ex-ante
evaluation

The use of automated project screening and scoring methods is intended to streamline the preliminary evaluation phases of major calls for proposals, while ensuring professionalism and attention to detail in awarding grants to deserving projects. Recent trials have had very positive outcomes and we therefore expect to continue our pathway towards the structured adoption of these techniques.



People.

Boosting skills to make better use
of data.

Disseminating the use of the CSP Data Hub

The CSP Data Hub is an advanced platform that currently puts a substantial stock of high-quality information at the disposal of the Foundation's personnel. Strategies will need to be formulated over the next few years to accelerate this evolution and promote widespread use of the platform.

Raising the data literacy of the Foundation's personnel

Compagnia's data revolution has inevitably drawn attention to the skills level of its staff in terms of accessing, reading, understanding and using data. We have made considerable progress in recent years by means of classroom-based training sessions and materials focused on specific needs, but it is crucial that we continue to invest in education and skills development.

Standardising project evaluation methods

Ex-ante project evaluation is an important but delicate stage of the Foundation's grant-making activity. One of the promising system-building programmes that has emerged from the positive experiences with automated evaluations to support referees is the standardisation of evaluation methods on the basis of the evaluation approach adopted for European projects.

Promoting the adoption of artificial intelligence tools

The AI revolution is here. As a major institution in the geographical area it serves, Compagnia must reap the opportunities that this vast emerging field of technology presents, and play a leading role in addressing the important ethical issues that the adoption of AI raises.

Refining project reporting processes

Once a recipient of a Compagnia grant has completed its project, it has to report back on it. This is an important and delicate moment, because it involves taking stock of the project and therefore leaving a record of the knowledge generated by it, which can be used in future years.





Initiatives for a society
that uses data for the common good.

Transforming the open data platform into a data hub for stakeholders and policy-makers

The “Data for Citizen Engagement” open data portal is the outcome of an exploration of the potential of open data to yield profound insights about the catchment area and support the Foundation’s strategic decision-making. The success of the project has spawned a second phase of work, in which the portal will be transformed into a hub for the storage of data made available by various institutions for use by stakeholders and policy-makers.

Collaborating with national and international institutions on data

At the international level, there are numerous institutions dedicated to promoting the use of data to make a positive impact on communities. Compagnia pays close attention to these institutions, with a view to forging solid partnerships with them. These collaborations are aimed at sharing innovative practices and enhancing skills, and they must always have a positive and preferably quantifiable impact on people’s welfare.

Supporting the development of ecosystems for sharing private data and initiatives for using data for the common good

Looking outside the Foundation reveals numerous ways in which Compagnia can make a positive impact, by turning data into an asset that enhances the welfare of both individuals and the community as a whole. Sharing data and implementing initiatives and experiments designed to use data for common purposes are two key strategies on which Compagnia needs to focus in the years to come, thereby strengthening its role as a major institutional player in the catchment area.

Consolidating Compagnia’s role as an exemplary model of a data-driven foundation within international philanthropy

Efforts to innovate in the data domain, in terms of research, technical development, methodology and analysis, have always been accompanied by a drive to share and disseminate experiences, based on the firm belief that Compagnia should also act as a model for other foundations. This commitment is not confined to current experience but must continue to be applied to other challenges posed by the Data Strategy.

Helping create a shared data platform for Turin, as a climate-neutral city, by 2030

Turin recently joined the official list of 100 European cities committed to reducing their emissions by 2030. This makes it a “Mission City”, in other words, an innovation laboratory for climate-change mitigation solutions, from which other European cities can learn lessons to apply to their own development pathways. Since this status requires the city to make progress in sustainable mobility, energy efficiency and landscape planning, data will become a pre-requisite for effective analysis, monitoring and overall improvement of quality of life in the city.



Finance.

State-of-the-art tools
for asset management.

Making knowledge about investments in innovation available in a usable form

Innovative companies form a crucial component of the Foundation's investment portfolio. Compagnia makes these investment not only to increase the value of its own portfolio, but also to foster development in the catchment area by promoting innovation initiatives. That is why it is now more essential than ever to track data on these ecosystem development activities accurately and reliably.

Developing an intelligence tool to support investment decision-making

In an age when instant access to reliable sources of information is more crucial than ever, this need also extends to Compagnia's investments. Having in-depth knowledge about businesses and start-ups leads to better-informed, more reliable decision-making. Creating an intelligence platform capable of collecting data and information is a major challenge, but it fits perfectly into our institutional mission and our role as an impact investor and development promoter.

Integrating the management control, financial statements, budget and assets of the entire Compagnia Group into a single tool

Compagnia's gradual shift towards a Group-oriented approach in recent years, in which the Foundation itself is part of a wider ecosystem of entities, gave rise to a need to strengthen management control at Group level. This spawned a major system-building programme that has resulted in easy access to information about the performance of Compagnia's auxiliary bodies. The work is still in progress and plans are in place to improve the data retrieval process and extend the range of co-governed bodies falling within the scope of the management control system.

Systematically monitoring the ESG compliance of Fondazione Compagnia di San Paolo investments

The environmental, social and governance framework (ESG) is designed to be integrated into an organisation's strategy, on the basis of careful consideration of the need to generate value, and ways of doing so, for all stakeholders, including employees, clients, suppliers and funding providers. In Compagnia's case, ESG parameters were used to evaluate the investment portfolio. We intend to carry on monitoring ESG compliance, using increasingly advanced and sophisticated methodologies.



A new pathway.

Section 1
*Scanning
the present*

Section 2
*Sketching
the future*

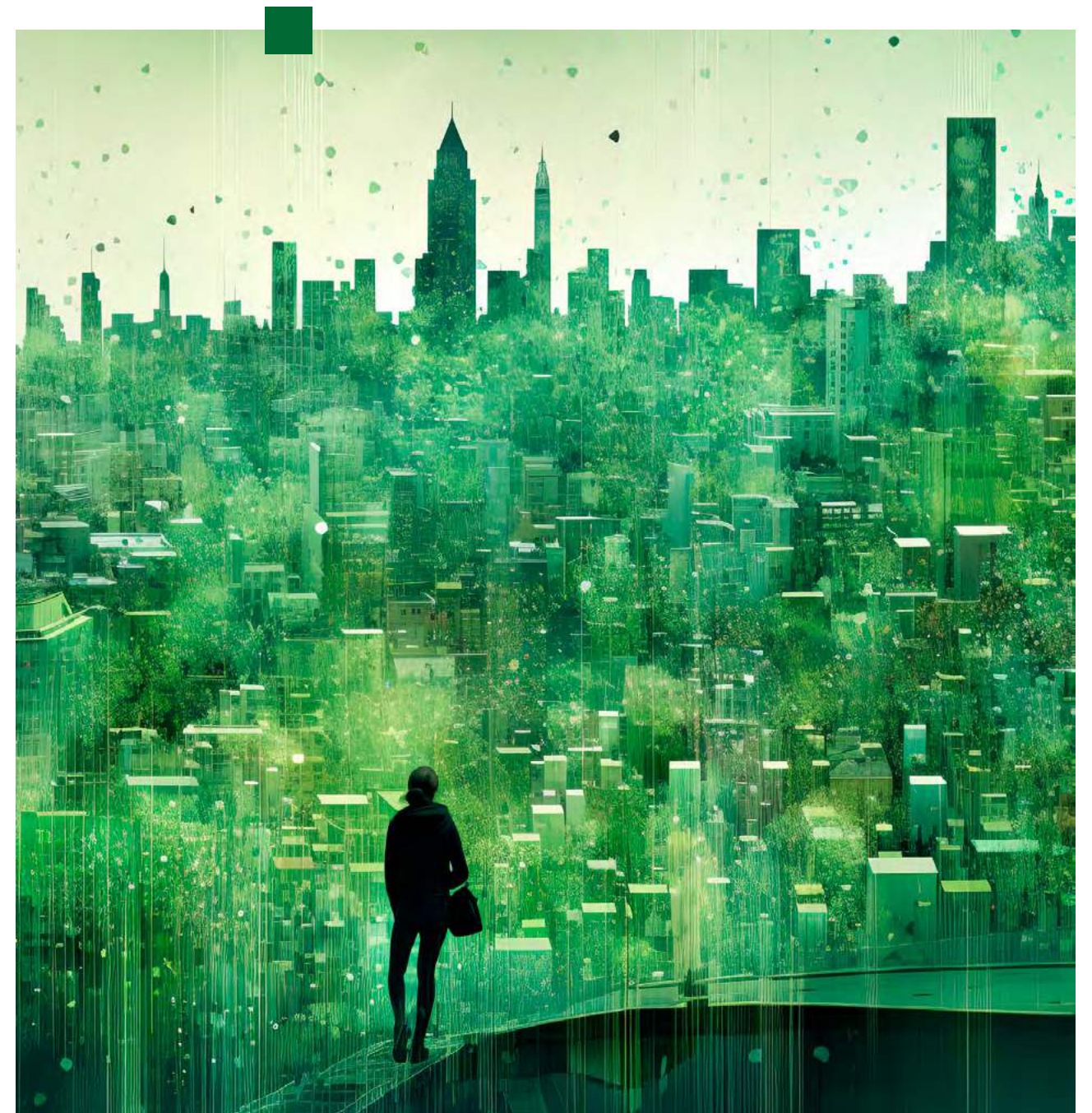
The formulation of this data strategy for the period 2023-2030 marks the end of a cycle of strategic, organisational and technological transition that Fondazione Compagnia di San Paolo embarked upon in 2017.

As it draws to a close, however, this cycle gives way seamlessly to the start of an array of ambitious, complex, new projects with considerable potential for impacting positively on individual and community welfare.

Data has already
proven to be a driving force
behind change and positive innovation
in many areas of our society.

The experience gained in recent years has paved the way for more effective action in the future.

Fondazione Compagnia di San Paolo will soon redouble its efforts to unleash the potential of this substantial asset, so as to carry on making its own contribution to improving the world we live in.



I dati per il bene comune.



www.compagniadisanpaolo.it

Produced by the Impact Innovation Department.

All the images appearing in this document were created using Midjourney generative artificial intelligence software.