



Paolo Bocardelli

Dean, Luiss Business School, Rome

Dear MCI students,

Unfortunately, these hard times do not allow me to be there with you, although I am very pleased to share this major event with you. It is an honor to celebrate your graduating classes.

Let me start by thanking Prof. Altmann, that you all know as your Rector but is mostly, from my point of view, a very good individual and friend of mine, an example and a strong supporter of your brilliant future as MCI graduates!

This day is a big day for all of you and your families as it represents the conclusion of your academic path where you've had the opportunity to prove your skills and to acquire new ones, to exchange and expand your network, to approach many problems and learn how to cope with them. By the end, a big opportunity to grow.

Indeed, most of all, this is the starting point for your personal and professional future development. You should be so proud of you because you had to complete this journey during one of the hardest times that we have ever been facing. A challenging, uncertain, troubled period on one hand, but also a time of renewal and reflection, of creation and motivation. I wish you more than luck on the road ahead since you are our hope for the future, our hope that a better world is not just possible but also feasible.



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Now, it's your time! Time to inspire your friends, your families, your colleagues. Time to become change-agents in the evolution of your organizations and time to adapt yourself to the frequent changes and transformations.

The change we are facing is a wide and unique source of opportunity. For this reason, with your diversity, curiosity, motivation but also with your passionate commitment and courage you'll be able to take on the challenges and to add value to our society.

For the future, I wish you could come up with new ideas, considering new perspectives and learning from your mistakes because failures will help you to find the right way. I wish you could find the best strategy to deal with technological, cultural and societal changes.

In our challenging times, we are assisting to a tremendous shake-out of most of our assumptions: the economy, the globalization, the job market, the labor itself, and the whole society. Within this complex and innovative environment, machines become intelligent and new digital platforms emerge operating as "system integrators".



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Today, the competition between hi-tech giants is based on investments in data collection, analysis and experimentation. Nowadays, the value of network economies depends on knowledge sharing, experience, and learning. There is a new theory of the firms, and the concept of “competitive advantage” evolves.

In this sense, most of our existing paradigms are not any more able to explain current megatrends and their impacts on business and society. You should consider that, according to the World Economic Forum, by 2022 competences like analytical thinking, active learning, creativity, initiative is more and more required.

That is why the world needs people like you, who will look at the reality with different eyes, the eyes of innovative and creative leaders.

I want to conclude my speech with one advice that I hope will guide you in the future. In your life many things will happen, many earthquakes will shake your existing equilibria, many storms will suddenly lash you, your team, and your people. That’s why I advise you to stay with Gandhi and think and say that: “Life is not waiting for the storm to pass...it is rather learning to dance in the rain”.

Congratulations again to all of you and good luck for your future!