

Curriculum Vitae - Daniele Gerundino

EDUCATION

1981 Laurea¹ in Physics from the University of Milan with full grades and “magna cum laude”. Specialization and thesis in Quantum Field Theory.

2016 Academic Fellow of the University of Geneva. The title has been awarded in consideration of the outstanding academic contribution given by Gerundino to the University.

LANGUAGES

English: fluent

French: working proficiency

Spanish: basic knowledge

Italian: mother-tongue

KEY AREAS OF EXPERTISE AND INTEREST

Standardization, Sustainable Development, Strategy Management, Management of Technology, Innovation, Relations with Stakeholders, Education about standardization (post-graduate), Research on standards and sustainability-related matters.

COMMUNICATION SKILLS

Excellent communication skills, both written and verbal. Throughout his career Gerundino has been an inspiring leader, able to motivate and drive teams inside his organization as well as groups involving partners or customers. Gerundino is an excellent presenter, has a vast experience of delivering speeches to international audiences and is used to deal with heads of organizations and senior managers from the private and public sectors.

PROFESSIONAL EXPERIENCE

2018: Academic Fellow and teacher at the University of Geneva, and independent consultant.

2015-2017: International organization for standardization (ISO), Director of the ISO Academy – the unit responsible for technical assistance to the ISO developing country members (over 120), as well as training, research, collaboration with universities and other education institutions.

In this position, Gerundino has led the development of the new ISO Action Plan for Developing Countries 2016-2020, re-organized the unit, developed the ISO Academy strategic plan, dedicated substantial effort to secure funding and to strengthen cooperation with development agencies and with partner organizations engaged in regional cooperation, trade development and technical assistance.

Gerundino continued to support the ISO Secretary-General and the ISO Council in the area of Strategy Management (see below), serving as Secretary of the ISO Council Standing Committee on Strategy and Policy (CSC/SP). In this capacity, Gerundino has given a fundamental contribution to the extensive revision of the ISO Governance carried out in 2016-2017 by the Council Ad Hoc Group on Governance Review (AHGOV).

1998-2014: Strategic Adviser to the ISO Secretary-General. (Until 2002, the same function was named "Assistant Secretary-General, Strategy Management") and Secretary of the ISO Council Standing Committee on Strategy (CSC/STRAT, the predecessor of the Council Standing Committee on Strategy and Policy) since its establishment, in 1999.

¹ A title corresponding to what is currently a Master degree.

Gerundino has also served as Secretary of the ISO Information Technology Strategy Implementation Group (ITSIG – the group reporting to the ISO Council responsible for coordinating IT strategy and implementation for the network of National Standards Bodies members of ISO) for the period 1998-2010.

The Strategic Adviser to the Secretary-General (SASG) was responsible to the Secretary-General for directing the development of the ISO strategy (including the preparation of the multi-year plan to be approved by the ISO General Assembly) and defining/monitoring the related action agendas for the Organization. The SASG was also responsible to the Secretary-General for directing and managing services and resources provided by the ISO Central Secretariat to project teams set up to implement key strategic actions for the Organization.

Gerundino has been for 20 years a member of the ISO Central Secretariat senior management team and has contributed to improving ISO's performance in many areas, such as: strategy management, identification of new fields of work in innovative areas, relations with academia, process optimization, ISO computerization and development of new services to support ISO members from developing countries.

As coordinator of the ISO partnership with the University of Geneva (UNIGE), Gerundino is the designer of the ISO courses contributing to the UNIGE Masters' programme on *Standardization, social regulation and sustainable development (STAREG)*, launched in 2011, and to the Masters' programme *Innovation, Human Development, and Sustainability (IHDS)*, opened by UNIGE in partnership with Tsinghua University of China in 2017.

At the University of Geneva, Gerundino teaches two courses, "*Voluntary consensus-based standards, theory and practice*" and "*Strategic planning of sustainable business (sustainability management)*" – each one comprising 24 lecture hours and worth 3 ECTS credits.

Among the important contributions given by Gerundino at strategic level, it is worth recalling:

- the improved ISO strategic planning process, which integrates the annual strategy implementation plan, the ISO business plan and the ISO/CS annual budget (along with the associated KPIs and related monitoring measures),
- the introduction of Scenario Planning methodology in ISO, and the development of a Scenario Analysis (in 2012-2013) which has been used by the ISO Council to review ISO's long term strategic direction,
- the development of the ISO Methodology to assess the economic benefits of standards, in collaboration with Roland Berger Strategy Consultants,
- the application of the ISO Methodology to develop company and industry-sector case studies (over 30) in a large number of countries,
- the development of cooperation between ISO and academic institutions, including the partnership with the University of Geneva for the Masters' programmes indicated above as well as the organization of international conferences
- a variety of initiatives and conferences promoting international standardization at the sectorial level, in partnership with leading international organizations (such as the OECD, the International Energy Agency, the World Energy Council, the World Health Organization, UNIDO, and several other UN agencies), industry consortia, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU).

Other important ISO achievements for which the contribution of Gerundino has been essential are listed below:

- the ISO Information and Communication Technology (ICT) assistance programme to developing countries, implemented with the help of ISO resources and funds provided by donor countries and UN agencies (such as UNIDO and UNCTAD). This landmark programme designed by Gerundino in 2000, introduced a new approach in ISO, defining technical assistance "packages" (provision of equipment and on-site services, with demonstration of capabilities acquired) generating clear, tangible and measurable benefits. The ISO ICT programme has been very well received by dozens of beneficiary countries.

- the ISO e-learning modules. Working with Roger Schank, one of the world most respected thinkers and practitioners in the field, the ISO team lead by Gerundino has developed a series of high-quality e-learning modules targeting standardization professionals (“Expert in International Standardization Management”).

For over a decade (1998 to 2010), Gerundino has also been one of the main strategists of ISO’s computerization, coordinating the design, development and deployment of worldwide systems and applications supporting the ISO standardization processes. A significant challenge, further complicated by the nature of the organization (a federation of independent National Standards Bodies), requiring a global perspective and a delicate balance between leadership and consensus, to ensure that members adopt common, or at least efficiently interoperable, solutions.

1986-1997: Co-founder and Managing Director of MATE srl, a privately owned company providing decision support and strategic planning services focused on Information and Communication Technologies in the European market – formerly a partner of Forrester Research, a leading US IT industry analyst.

Under Gerundino’s leadership, MATE developed as one of the most qualified companies in its field, with a staff grown from two to fifteen people.

Within the company Gerundino has also been involved in managing projects for MATE’s principal customers – primarily in the areas of business strategy definition, technology planning, design and implementation of new business processes, and corporate restructuring.

Considered one of the most acute industry watchers of the Italian Information Technology sector, he has worked with many of the leading companies in the industry (vendor as well as user) to support the definition of strategies and the implementation of various programs, assuming in several cases the leadership of large project teams. During this period, Gerundino had the privilege of meeting IT industry legends such as Steve Jobs and Bill Joy, eminent researchers such as Ted Codd and Alan Key, and of working with outstanding business leaders and entrepreneurs such as Carlo De Benedetti and Elserino Piol.

A list of important projects managed for MATE is given below.

- Design and implementation of Internet-based services to support UNI’s (Ente Italiano di Unificazione, the Italian National Standards Body) core standards development process (1995-1997);
- Technical Architecture and Data Management Guidelines and Standards for the E&P (Exploration and Production) division of Agip, the Italian Oil company (1994-1995);
- Design and Development of the Marketing Information System Data Model for Credito Italiano, one of the largest Italian banks, which later merged with other banks to become “Unicredit” (1994);
- Methodology for managing IT downsizing projects, adopted by Bull Italia, subsidiary of the French computer manufacturer (1992-1993);
- Market analysis on Emerging Markets for IT vendors, including Apple, Bull, DEC, HP, IBM, Olivetti, Siemens; Computer Associates, Informix, Microsoft, Oracle, and several others. The markets and technologies investigated include: UNIX; Open Systems; Client-Server Architectures; Object-Oriented Technologies; Data Base Management; Document Management; Workgroup Computing; Internet and Intranet; Electronic Commerce. (1986-1997).

1983-1986: Consultant and Project Manager in PGP Sistema (later re-named Nomos Sistema and then acquired by Gartner Group), a consulting firm which was the Italian representative of the US consultancy firm INPUT at the time. After an initial period of training (involving professional training at Input’s Mountain View, CA, USA offices), Gerundino managed the company’s most important Italian programs, such as the first edition of the “Assinform Report”,

which turned into one of the benchmark publications on the Italian IT market. His contribution has been significant for the company's growth.

1982-1983: Post graduate research on High Energy Physics, working at the University of Milan and spending some months at SLAC (Stanford Linear Accelerator Center) in California, USA. A paper written during this period was published by Physical Review (see below).

INTERNATIONAL EXPERIENCE PRIOR TO JOINING ISO

Founder and Vice-President of the Italian chapter of the Commerce-Net consortium within the Commerce-Net Global Partner Forum. (The world-wide network focused on Electronic Commerce.) (1996-1997)

President of the company Codd and Date Italia spa, the Italian subsidiary of Codd and Date Inc. (1991-1992)

Consulting for several multinationals belonging to the IT industry for their International and European operations (1986-1997).

Management of projects funded by the European Commission (Comett, Adapt, Info 2000 and Ispra JRC programs) (1991-1997).

Management of relations with X/Open and UNIX/International consortia (activities covered on behalf of i2u, the Italian UNIX User group) (1988-1992).

Consulting services to support the establishment of European subsidiaries of multinational companies (through venture capital funding) (1988-92).

Management of relationships between the US-based management consulting firm Input and its Italian distributor, PGP Sistema (1983-1985).

Post-doctoral research at SLAC (Stanford Linear Accelerator Center) in California, USA (1983).

Professional training courses and holidays in UK, USA and France,

PUBLICATIONS

"*Standardization and Innovation*", ISO, 2015. This book, edited by Gerundino, includes the transcription of the interventions at the International conference on Standardization and Innovation organized in November 2014 by ISO and CERN (the European Organization for Nuclear Research, the world leading laboratory for Elementary Particle Physics).

"*Teaching Standards*", ISO, 2014. This book provides guidelines and good practices for developing cooperation between standards bodies and universities.

"*Economic benefits of standards: the ISO Methodology 2.0*", ISO, 2013. This book explains how to use the ISO Methodology - a step-by-step way to quantitatively measure the economic benefits of standards. (With co-author Reinhard Weissinger, ISO).

Editor of the books "*Economic benefits of standards – International case studies*", ISO, 2011 and 2012.

"*International Standards to develop and promote energy efficiency and renewable energy sources*", an ISO and IEA (International Energy Agency) information paper in support of the G8 Plan of Action, June 2007 (with co-author Mr. Paul Waide, IEA)

Articles and interviews on ISO Focus, the monthly magazine published by ISO (formerly "ISO bulletin"), since 1998.

ISO e-learning modules "*Expert in International Standardization Management*" (in collaboration with several ISO colleagues and Socratic Arts, 2004-2007).

The CD-ROM "Hypermarketing", Multimedial Introduction to Marketing Management, IFOA/European Commission - Comett program, 1994 (with co-author Prof. G. Gandellini, University of Roma, Italy).

The book "*Why invest in UNIX*", Gutenberg 2000, 1989 (with co-author Prof. Le Van Huu, University of Milano, Italy)

Articles for the major Italian Business & Economics Newspaper (“Sole 24 ore”), regarding Information Technology issues (1986-1997).

Articles for IT-magazines, such as Computerworld; Zerouno Informatica; PC-Week; Data Manager; and others (1986-1997).

One article for Physical Review. (G.M. Cicuta and D. Gerundino, *High Energy Limits and Internal Symmetries*, Physical Review D, vol. 29, number 6, 15 March 1984, page 1258.)

INTERESTS AND HOBBIES

Reading (science, management and literature), films, mountaineering, skiing and sailing.