

## PERSONAL INFORMATION

## Stefano Armenia



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Sex Male | Date of birth 26 Dec 1971

## WORK EXPERIENCE

May 2010–Present

**Professional Consultant, Project Manager and Bid Manager**

EII - Engineering Ingegneria Informatica SpA

- Project Assistant on a Feasibility Study conducted for FRONTEX, the EU Border Defence Agency, in order to assess the actual limited staffing and means needs and verify the possibility to improve the organization's capabilities

- Project Manager for the CERS2 and SVD projects, for the UK Maritime and Coastguard Agency (MCA). CERS2 is an extension of the CERS/SVD project (CONSOLIDATED EUROPEAN REPORTING SYSTEM and SINGLE VESSEL DATABASE), a system to capture data on vessel movements, dangerous cargoes, vessel safety, security information and the disposal of waste within European waters. The EU-wide system is called SafeSeaNet and the Maritime & Coastguard Agency (MCA) system, that reports to SafeSeaNet and the European Commission, is CERS/SVD.

- Technical Coordinator of several WorkPackages on the PERSEUS project (<http://www.perseus-fp7.eu/>)

- Quality Management / CMMI compliance of the DIISM Project, for the Italian Navy

Other activities:

- Project Proposal Management (EU, ESA and National)

- Contacts with Italian/Foreign Universities

- Project Management Support

Feb 2010–Dec 2010

**R&D Consultant**

Tech4i2 (UK based company)

- CROSSROAD Project (<http://crossroad.epu.ntua.gr/>): Responsible for the development of the Roadmap for the CROSSROAD Project, with particular reference to the theme/research challenge on Policy Modeling & Simulation.

CROSSROAD aims to build a roadmap for ICT research in the field of governance and policy modelling and its main goal is to drive the identification of emerging technologies, new governance models and novel application scenarios in the area of participation, electronic governance and policy modelling, leading to the structuring of a beyond the state-of-the-art research agenda, fully embraced by research and practice communities.

Nov 2008–Present

**Research Fellow**

University of Rome "Sapienza" - Center for Cyber Intelligence and Information Security (scientific affiliation)

From 2013: scientific affiliation @CIS Sapienza (<http://www.cis.uniroma1.it/>)

- Technical Coordination of the ATTACS Project (Assessing the socio-economic impacts of Terrorist Threats or Attacks following the Close down of public transportation Systems), funded under the CIPS2013 Action Grant Programme from DG-HOME (ref. HOME/2013/CIPS/AG/4000005083), and relative to the development of a decision support system in the field of transports protection, in order to enable transports operators and authorities to estimate all the economic and societal implications of a forced close down of part (or the whole) of their public transport system, hence being able to make better, informed, security related decisions.

- Technical Coordination of the CRISADMIN Project (ref. HOME/2011/CIPS/AG/4000002116), funded under the CIPS2011 Action Grant Programme from DG-HOME, and relative to the development of a DSS based on a system dynamics model for the assessment of intervention and/or prevention policies in case of catastrophic events affecting strictly interrelated critical infrastructures (2011-2014): <http://www.crisadmin.eu>

- Proposal Management and Technical Coordination of the CROSSOVER Project ("Bridging Communities for next generation Policy Making"), a Support Action funded under the FP7 (FP7-ICT-2011-7), <http://www.crossover-project.eu>

From 2008 to 2012: @CATTID

- Expert on Process Improvement and Optimization

- Responsible for the analysis of the impact from the introduction of innovative technologies (wireless, embedded, sensor networks, etc...) into production/service processes and systems

- Proposal Management for several CIPS calls (the EU Critical Infrastructure Protection & Security Programme)

- Expert on eLearning (<http://www.salusnet.it/html/catalogo/it/corsi.asp>), Interactive Learning Environments and Business Simulations

## May 2008–May 2010 Program Management / BPR

ALTRAN Italia

Customer: Selex SI (AeroSpace & Defense)

- 05.2008/01.2009

Deputy Program Manager on the EUCCIS Project, a Command & Control Information System which is developed by Selex SI (a company of Finmeccanica) for the General Secretariat of the European Commission (DGA5), which is managing the project on behalf of the European Military Staff (EUMS).

- 02.2009/07.2009

Business Process Analysis, Reengineering and Design of logistic activities for the Temporary Support service to the new Italian Navy Carrier "Cavour"

- 08.2009/05.2010

Assistant Deputy Program Manager on Selex SI's Naval Program "Baynunah", for the United Arab Emirates Navy (Combat System Integration and development of the Combat Management System)

## Oct 2005–Dec 2009 Solution Manager

ESE Srl – Enterprise Solutions Engineering - [www.esengineering.it](http://www.esengineering.it)

ESE operates in the following fields: ICT, Design and Optimization of Production Systems, Transports and Logistics, Innovative Finance, Organizational Models and Change Management, Knowledge Management and Decision Support Systems

Project Manager, ICT Business Unit Coordinator, Pre-Sales

- 11.2007 / 07.2009:

Project Coordinator for a project dealing with the optimization of the logistic network of a primary Express Courier Company in Italy (SDA)

- 05.2006 / 09.2007:

Project Manager and Project Coordinator of a workgroup hired by the company Camporlecchio Educational Srl in order to manage the development of software modules for a national financed project named "KEEN – Knowledge in Extended Enterprise Networks" (more info at <http://213.92.117.105/>), and related to the retrieval and extraction of knowledge from structured and non-structured data sets. The workgroup included PhD and researchers of the University of Rome "Tor Vergata" dealing in AI and Machine Learning.

- 01.2006 / 12.2007:

Project Manager for the eDemocracy Project "Aniene.Partecipata" ([www.anienepartecipata.it](http://www.anienepartecipata.it)), commissioned by an Italian Local Administration (X Comunità Montana dell'Aniene, Lazio), cofinanced by the former Italian Ministry for Innovation in the Public Administration and dealing with the design, development, engineering and test of a web platform regarding the management of processes and information related to the participation of the citizenship to the discussions concerning

with the public expenditures on tourism, environment and cultural and historic paths.

Jun 2005–May 2010

### Consultant

CNIPA - Centro Nazionale per l'Informatica nella Pubblica Amministrazione

CNIPA is the National Center for IT in the Italian Public Administration

- consultant on the projects "Observatory on the adoption of Open Source Software in the Italian Public Administration" and "Public connectivity and Interoperability (SPC / SPCoop): interadministrative processes reengineering and reorganization among the Italian Central Public Administrations"

- also since the beginning, in collaboration with the R&D Lab at CNIPA, has started supporting the work of some of his students from "Tor Vergata" University (from the faculties of Economics, Business Engineering and Computer Science) both on their graduation thesis as well as master thesis, regarding advanced aspects on some of the major projects at CNIPA (SPCoop, RFID, Paperless Administrations, etc...)

- 2007 / 2008: coordination of a team composed of members from CNIPA and DIT (Tech Innovation Dept. of the Italian Ministers Presidency) on the FP6 QualiPSO project, concerning the research and development of a new framework for Open Source Software Quality and relative industrial software best practices.

- has also coordinated the submission of several project proposals to the FP7 and CIP-PSP UE programs

Apr 2005–Apr 2005

### Lecturer

Telecom Italia, Roma

Lecturer in "Decision Support Systems", a course of the "Executive Master in Business Administration", in partnership with the Drexel University of Philadelphia, TILS - Telecom Italia Learning Services - and Marketing University ICT

Mar 2005–Jun 2005

### Scientific Consultant and Project Manager

Dipartimento di Statistica, Probabilità e Statistiche Applicate (Dpt. Of Statistics, Probability & Applied Statistics)

Project on the simulation of the Italian national railways timetable, at the Dept. of Models and Decision Support Systems of the national railway company ("Ferrovie dello Stato – Trenitalia"), in collaboration with the Dept. of Statistics, Probability and Applied Statistics at "Sapienza" University, Rome, Italy

Jan 2005–Oct 2008

### Lecturer and Post-Doc

Dept. of Business Engineering and Management, Faculty of Engineering, University of Rome "Tor Vergata"

- 06.2005 / 07.2007

Design and development of two custom dynamic content management websites: <http://ciroweb.ing.uniroma2.it>, for the Interuniversity Operations Research Center (CIRO), and <http://dii.ing.uniroma2.it>, for the Business Engineering & Management Dept. at the Faculty of Engineering, "Tor Vergata" University, Rome

- 2005 / 2007

Lecturer for the course "Simulation elements and fundamentals", a 15 hours module, at the Master of "Network Systems Engineering" ([http://web.uniroma2.it/modules.php?name=Content&section\\_parent=667](http://web.uniroma2.it/modules.php?name=Content&section_parent=667)), Dept. of Business Engineering and Management at "Tor Vergata" University, Rome.

- 2007 / 2008

Lecturer at the Faculty of Economics, "Tor Vergata" University, for the courses "eGovernment" at the Master in Innovation and Management or the Public Administrations, and for the course "Project and Process Management" at the Master in Economy and Management for the National Public Healthcare Systems

During the PhD (2001-2004), Lecturer for a 15 hours module, "A Simulation Approach with System Dynamics", in the course of "Production Systems Models" at "Tor Vergata" University, Rome.

- Jan 2004–Feb 2005 **Consultant**  
STON Srl, Roma  
Consultant in Operations Management for STON Srl: consultancy and development of enterprise engineering solutions to SMEs, networking and security, answers to national and european ICT tenders and calls for project proposals
- Feb 2003–Sep 2003 **Project Manager on web design**  
La Gazzetta Politica, Roma  
Management for the development of a Dynamic Web Site (PHP, Apache, MySQL) for the Italian National Newspaper “La Gazzetta Politica” ([www.gazzettapolitica.it](http://www.gazzettapolitica.it))
- Jan 2003–Mar 2003 **Consultant**  
SAGO SpA, Firenze  
Advisor and pre-sales on Health-care ICT-Systems
- Mar 2002–Dec 2004 **Consultant**  
FORMEZ, Roma  
Consultant for the Project “CRCItalia – italian regional competence centres”, committed by the former Italian Ministry for Technology Innovation, on the subject of the diffusion of Open Source Software in PAs in the second phase of the eGovernment action of the Italian government
- Jan 2002–Dec 2002 **Employed**  
Logo 2000 – E-le@ming Company, Roma  
Responsible of the area for the design and development of Business Games and Simulators with the System Dynamics approach. Development of the “Virtual Project” micro world.
- Oct 2000–Dec 2001 **Employed**  
SEMA Group, Roma  
Project Analyst on the PPM project (Prepaid Promotion Manager), for the company Telecom Italia SpA
- Mar 1999–Jun 2000 **Ensign**  
Italian Navy  
After being in the Italian Navy Academy, 11 months as an Officer (Ensign) of the Italian Navy - General Staff, Section of Operations, Training, Intelligence and Statistics.
- Jan 1999–Mar 1999 **Consultant**  
dS-Telematica, Roma  
Software developer and analyst

## EDUCATION AND TRAINING

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- Nov 2001–Dec 2004 **PhD in Business Engineering and Management (December 2004)**  
Dept. of Business Engineering and Management, Faculty of Engineering, University of Rome “Tor Vergata”  
Doctoral Thesis on Software Project Management, analysis of management techniques and cost estimation methods, according to the latest software engineering techniques and theories, development of a dynamic simulator

Dissertation Title: "Improving the performance of software development projects: a System Dynamics approach"

Jul 2018–Jul 2018 **Master in "Business Engineering and Administration"**  
 Dept. of Business Engineering and Management, Faculty of Engineering, University of Rome "Tor Vergata"  
 Management, Finance, Marketing, Technological Innovation, BPR, ERP Systems, Informative Systems, Net-Economy and E-Business, Leadership and Negotiation, Service and Production Systems, Supply Chain and Inventory Management, Strategic Management.

Jul 1990–Jul 1998 **graduation in Computer Engineering (Robotics and Automation)**  
 Dept. of Computer Science and Systems, Faculty of Engineering, University of Rome "La Sapienza"  
 Dissertation Title: "Control Techniques of Autonomous Mobile Robots"

Jul 1986–Jul 1990 **High School Graduation**  
 Scientific Liceum "Benedetto Croce", Roma  
 n.a.

PERSONAL SKILLS

Mother tongue(s) Italian

Foreign language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
	Proficiency				
French	B1	C1	B2	B2	B1
German	A2	B1	B1	B1	A2

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user  
 Common European Framework of Reference for Languages

**Communication skills** I have a high sense of teamworking and I deeply believe in the enrichment coming from the integration of cultures and disciplines. This is probably due to the fact that during my life I've always liked doing my activities in teams: sports, professional, military, artistic.

Talking to people (also in different languages) is a way of understanding different cultures as well as also an excellent method for continuous learning, especially in specific working contexts.

**Organisational / managerial skills** Leadership, team coordination and organization, analytic and systems thinking, attitude towards strategic planning and decision-making. Organization of multi-cultural events.

**Digital skills** Pascal, C, C++, Java, Modula2, Prolog, VisualBasic; Windows NT/98/2000, Linux, Unix, MacOS, Solaris; Saphira, InstallShield, PhotoShop, Office, Access; HTML, FrontPage, ASP, PhP, Jscript, VBScript, MS InterDev, Oracle, SQL+, MySQL Robotic Systems, Systems Theory, Graph Theory and Network Flows, Control Theory, System Dynamics (Policy Council member of the System Dynamics Society, President of SYDIC, the System Dynamics Italian Chapter - www.systemdynamics.it), Business Simulation and DSS, Project Management & Risk Management, Call Center management, system design and modelling, System Dynamics, Powersim, Vensim, Stella/Ithink, Extend, Arena, Anylogic, GoldSim, iGrafx Process, Process Modeling, IDEF, MatLab, Simulink, LabView

**Other skills** OTHER QUALIFICATIONS

- Certificate of Proficiency in English
- Italian Board of Professional Engineers (<http://www.ording.roma.it/>)
- Policy Council Member of the System Dynamics Society ([www.systemdynamics.org](http://www.systemdynamics.org))
- President of the System Dynamics Italian Chapter (<http://www.systemdynamics.it>)
- Reviewer for several conferences and scientific journals

## OTHER SKILLS

Bio-Engineerings, Bionics and Cybernetics, Mechatronics

Driving licence Car Driving Licence (Cat. B)&lt;br/&gt;

## ADDITIONAL INFORMATION

## Publications PUBLICATIONS AND CONFERENCES:

[A1] M. Caramia, S. Armenia, R. Onori, V. Giannunzio "Service Quality and Customer Abandonment: a System Dynamics Approach to Call Center Management", in Proceedings of the 21st International System Dynamics Conference (ISDC), 2003, p. 42, ISBN 0-9672914-8-8 full paper at:

<http://www.systemdynamics.org/conferences/2003/proceed/PAPERS/316.pdf>

[A2] M. Caramia, S. Armenia, R. Onori, V. Giannunzio "Service Quality and Customer Abandonment: a System Dynamics Approach to Call Center Management", in Proceedings of the Symposium on Operations Research 2003, p. 112.

[http://www.iwr.uni-heidelberg.de/groups/comopt/OR2003/index\\_en.html](http://www.iwr.uni-heidelberg.de/groups/comopt/OR2003/index_en.html)

<http://www.iwr.uni-heidelberg.de/groups/comopt/OR2003/abstracts.pdf>

<http://www.iwr.uni-heidelberg.de/groups/comopt/OR2003/authors.pdf>

<http://www.iwr.uni-heidelberg.de/groups/comopt/OR2003/parallelSessions.pdf>

[A3] S. Armenia, R. Onori, F. Torino, L. Torino "A System Dynamics approach to a Chemist's Inventory and Finance Management", in Proceedings of the 22nd International System Dynamics Conference (ISDC), 2004, p. 37, ISBN 0-9745329-0-8 full paper at:

[http://www.systemdynamics.org/conferences/2004/SDS\\_2004/PAPERS/327ARMEN.pdf](http://www.systemdynamics.org/conferences/2004/SDS_2004/PAPERS/327ARMEN.pdf)

[A4] S. Armenia, R. Onori, A. Bertini "Bathtub Dynamics at Tor Vergata University", in Proceedings of the 22nd International System Dynamics Conference (ISDC), 2004, p. 37, ISBN 0-9745329-0-8 full paper at:

[http://www.systemdynamics.org/conferences/2004/SDS\\_2004/PAPERS/293ARMEN.pdf](http://www.systemdynamics.org/conferences/2004/SDS_2004/PAPERS/293ARMEN.pdf)

[A5] S. Armenia, A. P. Saullo, H. Sedehi "Dynamic Skill-based Routing: a System Dynamics approach to a Policy Definition in Call Center Management", in Proceedings of the 24th International System Dynamics Conference (ISDC), 2006, p. 44, ISBN 978-0-9745329-4-3 full paper at:

<http://www.systemdynamics.org/conferences/2006/proceed/papers/ARMEN380.pdf>

[A6] S. Armenia, M. Angelini, A. Nanni, F. Baldoni "Securitization of future credits in a Public Administration tax-collection process: a System Dynamics approach", in Proceedings of the 24th International System Dynamics Conference (ISDC), 2006, p. 45, ISBN 978-0-9745329-4-3 full paper at:

<http://www.systemdynamics.org/conferences/2006/proceed/papers/ARMEN323.pdf>

[A7] S. Armenia, A. Iovanella, G. F. Italiano, G. Murgia, "Using social network analysis for the study of asynchronous interaction in e-learning", in Proceedings of International Conference on e-Learning (ICEL 2006), Academic Conferences Limited, 2006, p. 207-216.

<http://www.academic-conferences.org/icel/icel-proceedings/proceedings-icel06.htm>

[http://www.academic-conferences.org/icel/icel-proceedings/icel06\\_abstract\\_booklet.pdf](http://www.academic-conferences.org/icel/icel-proceedings/icel06_abstract_booklet.pdf)

[A8] S. Armenia, M. Angelini, F. Baldoni, A. Nanni, "La cartolarizzazione dei crediti futuri nel processo di riscossione di un Ente Locale: un modello System Dynamics", presented to the AIRO 2007 Conference and published in *Scienza delle decisioni in Italia: applicazioni della ricerca operativa a problemi aziendali*, ECIG, Genova, Italy, ISBN 978-88-7544-150-0.

[A9] S. Armenia, G. Fiorani, M. Meneguzzo, "Analysis of economic impacts and evolutions of the Italian cultural event 'La Notte Bianca Romana': a system dynamics approach", in Proceedings of the



26th International System Dynamics Conference (ISDC), 2008, Athens, ISBN 978-1-935056-01-0, full paper at:

<http://www.systemdynamics.org/conferences/2008/proceed/papers/ARMEN317.pdf>

[A10] S. Armenia, L. Roma, A. Perugia, "A new system dynamics model for the analysis of the paper dematerialization process in the Italian Public Administration", in Proceedings of the 26th International System Dynamics Conference (ISDC), 2008, Athens, ISBN 978-1-935056-01-0, full paper at:

<http://www.systemdynamics.org/conferences/2008/proceed/papers/ARMEN452.pdf>

[A11] S. Armenia, S. Dafano, H. Sedehi, "The System Dynamics Italian Chapter (SYDIC) community on the web: an online scientific community", in Proceedings of the 26th International System Dynamics Conference (ISDC), 2008, Athens, ISBN 978-1-935056-01-0, full paper at:

<http://www.systemdynamics.org/conferences/2008/proceed/papers/ARMEN460.pdf>

[A12] H. Sedehi, E. Mollona, S. Armenia, R. Berchi, "Comparing different approaches in teaching System Dynamics in Italian Universities", in Proceedings of the 26th International System Dynamics Conference (ISDC), 2008, Athens, ISBN 978-1-935056-01-0, full paper at:

<http://www.systemdynamics.org/conferences/2008/proceed/papers/SEDEH239.pdf>

[A13] S. Armenia, M.M. Schiraldi, D. Falsini, "Improving management effectiveness and overall performance of software development projects through a system dynamics approach" in Proceedings of the XXII IPMA World Congress, 2008, Roma, ISBN 888-8-198148, <http://www.ipmaroma2008.it/speakers.php>

[A14] S. Armenia, D. Carrera, D. Lamanna, "Floss and social change in Italy: are the public sector and social enterprises ready to pick up emerging opportunities?", presented at the 4th International Conference on Social and Organizational Informatics and Cybernetics (SOIC), 2008, Orlando, Florida

[A15] S. Armenia, D. Falsini, G. Oliveri, "Energy Management in Residential Buildings: a system dynamics approach", in Proceedings of the 27th International System Dynamics Conference (ISDC), 2009, Albuquerque, New Mexico, ISBN 978-1-935056-03-4, full paper at:

<http://www.systemdynamics.org/conferences/2009/proceed/papers/P1300.pdf>

[A16] S. Armenia, N. Casalino, C. M. Medaglia, S. Rori, "A new System Dynamics model to improve internal and external efficiency in the paper digitization of Italian Public Administrations" in Proceedings of the 10th European Academy of Management (EURAM) Conference, 2010, Rome, Italy

[A17] S. Armenia, F. Baldoni, D. Falsini, E. Taibi, "An Energy Model for a Sustainable Transportation System", in Proceedings of the 28th International System Dynamics Conference (ISDC), 2010, Seoul, South Korea, ISBN 978-1-935056-06-5, full paper at:

<http://www.systemdynamics.org/conferences/2010/proceed/papers/P1322.pdf>

[A18] M. Meneguzzo, G. Fiorani, S. Armenia (2010), The Dynamics and Economic Impact of the Cultural Event "La Notte Bianca Romana", DSI Essays Series, 14, issue

<http://EconPapers.repec.org/RePEc:to:dsiess:v:14:y:2010>

[http://econpapers.repec.org/scripts/redir.pf?u=http%3A%2F%2Fwww.economia.uniroma2.it%2Fpublic%2Fdsi%2Ffile%2Fessays%2FDSI\\_MeneguzzoFioraniArmenia.pdf;h=repec:to:dsiess:v:14:y:2010](http://econpapers.repec.org/scripts/redir.pf?u=http%3A%2F%2Fwww.economia.uniroma2.it%2Fpublic%2Fdsi%2Ffile%2Fessays%2FDSI_MeneguzzoFioraniArmenia.pdf;h=repec:to:dsiess:v:14:y:2010)

[A19] S. Armenia, D. Canini, D. Falsini, M.M. Schiraldi, "Improving management and tools for project performance in software development: a system dynamics approach" in Proceedings of the 11th European Academy of Management (EURAM) Conference, 2011, Tallinn, Estonia, ISBN 978-9985-9824-7-1

[A20] S. Armenia, Y. Charalabidis, D. Falsini, F. Lampathaki, D. Osimo, K. Szkuta, "Future research directions in Governance and policy making under the UE prism of ICT for Governance and Policy Modeling", in Proceedings of the 29th International System Dynamics Conference (ISDC), 2011, Washington DC, USA, ISBN 978-1-935056-08-09, full paper at:

<http://www.systemdynamics.org/conferences/2011/proceed/papers/P1371.pdf>

[A21] F. Lampathaki, Y. Charalabidis, D. Osimo, S. Koussouris, S. Armenia, D. Askounis, "Paving the way for future research in ICT for Governance and Policy Modeling" in Proceedings of the 10th IFIP WG 8.5 International Conference, EGOV 2011, Delft, The Netherlands, August/September 2011. Springer Verlag: Heidelberg et al., LNCS # 6846, 2011.

[A22] S. Armenia, F. Di Cosmo, M. Greco and G. Murgia, "Simulating Board of Directors decisional dynamics: A System Dynamics application for Upper Echelons Theory", in Proceedings of the 13th Workshop di Organizzazione Aziendale (WOA), Verona, 2012, ISBN 978-88-6129-871-2

[A23] S. Armenia, R. Onori, C.M. Medaglia, "Quantitative-analysis methodologies confrontation: the added value of simulation and System Dynamics applied to the case of Call Center Management." in

Proceedings of the 12th European Academy of Management (EURAM) Conference, 2012, Rotterdam, The Netherlands, ISBN to be announced. Full paper at:

<http://www.euram2012.nl/userfiles/file/EURAM2012%20Program%20Book.pdf>

[http://euram2012.nl/userfiles/FEFMJHJ\\_EFKJID\\_KD6TY8KG.pdf](http://euram2012.nl/userfiles/FEFMJHJ_EFKJID_KD6TY8KG.pdf)

<http://euram2012.mindworks.ee/public/papers/paper/620>

[A24] S. Armenia, A. Centra, V. Cesarotti, A. De Angelis, C. Retrosi, "Military Workforce Dynamics and Planning in the Italian AirForce", in Proceedings of the 30th International System Dynamics Conference (ISDC), 2012, St. Gallen, Switzerland, ISBN 978-1-935056-10-2, full paper at:

<http://www.systemdynamics.org/conferences/2012/proceed/papers/P1199.pdf>

[A25] S. Armenia, G. C. Misuraca, D. Osimo and F. Mureddu, "A New Roadmap for Next-Generation Policy-Making", in Proceedings of the 6th International Conference on Theory and Practice of Electronic Governance (ICEGOV2012), 2012, p.62-66, ISBN 978-1-4503-1200-4,

[A26] S. Armenia, C. Carlini, R. Onori, A. P. Saullo, "Policy Modeling as a new area for research: perspectives for a Systems Thinking and System Dynamics approach?", in Proceedings of the 13th European Academy of Management (EURAM) Conference, 2013, Istanbul, Turkey, ISBN 978-975-8400-35-5.

<http://www.euram2013.com/userfiles/file/Programme%20Book.pdf>

[A27] S. Armenia, A. De Angelis, "Proposal of a 'Goldilocks' methodology for the assessment of an international crisis", in Proceedings of the 31st International System Dynamics Conference (ISDC), 2013, Cambridge (MA), USA, ISBN 978-1-935056-11-9, full paper at:

<http://www.systemdynamics.org/conferences/2013/proceed/papers/P1265.pdf>

[A28] A. S. Atzori, L. O. Tedeschi, S. Armenia, "Farmers education enables precision farming of dairy operations", in Proceedings of the 31st International System Dynamics Conference (ISDC), 2013, Cambridge (MA), USA, ISBN 978-1-935056-11-9, full paper at:

<http://www.systemdynamics.org/conferences/2013/proceed/papers/P1161.pdf>

[A29] S. Armenia, C. Carlini, R. Onori, A. P. Saullo, "Policy Modeling as a new area for research: perspectives for a Systems Thinking and System Dynamics approach?", in Proceedings of the Business Systems Laboratory - 2nd International Symposium, 2014, Rome (Italy), ISBN 9788890824203

[A30] Cavallini, S., d'Alessandro, C., Volpe, M., Armenia, S., Carlini, C., Brein, E., Saullo A. P. & Assogna, P. (2014). "A System Dynamics Framework for Modeling Critical Infrastructure Resilience", in Proceedings of Critical Infrastructure Protection VIII, Springer, pp. 141-154, 8th IFIP WG 11.10 International Conference, ICCIP 2014, Arlington, VA, USA, March 17-19, 2014

<http://www.springer.com/us/book/9783662453544>

[A31] S. Armenia, C. Carlini, A. P. Saullo, P. Assogna "From theory to practice: taking up a theoretical framework on critical infrastructures modelling through a system dynamics approach", in Proceedings of the 14th European Academy of Management (EURAM) Conference, 2014, Valencia, Spain, ISBN 978-84-697-0377-9.

<http://www.euram-online.org/conference/2014/content/files/e-book-euram2014.pdf>

[A32] S. Armenia, A. De Angelis, "A Systems Thinking approach to the analysis of International Crises", in Proceedings of the 14th European Academy of Management (EURAM) Conference, 2014, Valencia, Spain, ISBN 978-84-697-0377-9, full paper at:

<http://www.euram-online.org/conference/2014/content/files/e-book-euram2014.pdf>

[A33] S. Armenia, A. De Angelis, "Julius Caesar's System Understanding of the Gallic Crisis: a peek in the mind of a History maker", in Proceedings of the 32nd International System Dynamics Conference (ISDC), 2014, Delft, The Netherlands, ISBN: 978-1-935056-13-3, full paper at:

<http://www.systemdynamics.org/conferences/2014/proceed/papers/P1255.pdf>

[A34] S. Armenia, C. Carlini, A. Cardazzone, P. Assogna, E. Brein, C. D'Alessandro, E. Limone, "A System Dynamics approach to Critical Infrastructures Interdependency Analysis: the experience of the CRISADMIN Project", in Proceedings of the 32nd International System Dynamics Conference (ISDC), 2014, Delft, The Netherlands, ISBN: 978-1-935056-13-3, full paper at:

<http://www.systemdynamics.org/conferences/2014/proceed/papers/P1384.pdf>

[A35] S. Armenia, C. Carlini, A. Cardazzone, "Understanding Security Policies in the Cyber Warfare Domain through System Dynamics", in Proceedings of the 32nd International System Dynamics Conference (ISDC), 2014, Delft, The Netherlands, ISBN: 978-1-935056-13-3, full paper at:

<http://www.systemdynamics.org/conferences/2014/proceed/papers/P1262.pdf>



[A36] S. Armenia, A. Cardazzone, “Analyzing counter-terrorism and asymmetric conflict policies by means of a system dynamics approach”, in Proceedings of the 32nd International System Dynamics Conference (ISDC), 2014, Delft, The Netherlands, ISBN: 978-1-935056-13-3, full paper at:

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## ANNEXES

■ coverletter.pdf

coverletter.pdf 

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Dear Sir/Madam,

I am writing to enquire whether you have a vacancy in your company for a bilingual Manager. I enclose a copy of my CV for your consideration.

As you will see from my resume, I am still collaborating as a free-lance professional with some companies and institutions (both public and private), to whom I am offering my services using both my management and technical skills, particularly in the fields of technology transfer and innovation management.

I am a Systems Engineer (with a specialization in IT) with a degree from the "Sapienza" University of Rome, a PhD in Business Engineering and Management and a Master in Business Engineering from "Tor Vergata" University of Rome. During my graduation studies, I dealt with the behaviors of autonomous robots in dynamic and unknown environments while my PhD research has focused on the role of management policies and practices with regards to software project management dynamics.

In addition to that, my professional life has made me deal with public and private organizations on various innovation topics. Among the latter, I've been working in the research field on highly innovative technologies and system analysis methodologies, in Logistics and Transportation, leaning on my IT and BPR knowledge, on ICT innovation diffusion in the Italian Public Administration where I mainly used my IT, change management and organizational skills, on Aerospace & Defense by working mostly on the management of military projects at national and international level.

I believe my rich and varied background has given me sufficient experience that makes me a suitable candidate for any roles requiring skills in the following areas:

- Research and analysis
- Systems Dynamics and Business Process Reengineering
- Project proposals management
- Change Management and Strategic Decision Making
- International Environments

I believe that especially my skills in system dynamics make me a particularly suitable candidate in all those situations where an organization's vision has to meet new strategic developments and thus where it is necessary to decide on various possible actions and policies by evaluating both qualitatively and quantitatively (decision support) their impacts on medium-to-long term strategy.

Also, I have been described as proactive, reliable, a quick learner, and highly flexible. I also have proven communication skills, which enable me to interact and work well as part of a team.

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I enclose my resume and, should you find it suitable to match the needs of your company, please do not hesitate to contact me. I would welcome hearing from you.

Best regards,  
Stefano Armenia