Fondazione Sportsystem

H-FARM COLLEGE


Antonella
Sannella
Managing Director H-FARM College



ROLES

Managing Director of H-FARM College

Expert in Marketing, Strategic Brand Development, Digital business, and communication

Professor of Brand Experiences Strategies
& Communication at Padua and Ca' Foscari University

PASSIONS

🍽️ Fine dining and the culinary arts/
🍰 Pastry and chocolate making/
🖼️ Art / 🎬 Cinema / 📚 Literature/
✈️ Travel / 🤸 Walking & Fitness/
⛑️ Volunteering



THE OTHER AI.
ALLIANCE INTELLIGENCE

THE ALLIANCE BETWEEN GENERATIONS THAT BUILDS THE FUTURE

ANTONELLA SANNELLA

DIGITAL RE - BOOT: RIPENSARE IMPRESA, TALENTO E INNOVAZIONE NELL'ERA DELL'AI
25 SETTEMBRE 2025

FORCES THAT ARE RESHAPING THE LABOUR MARKET.



ECONOMIC UNCERTAINTY



GEOECONOMIC FRAGMENTATION



GREEN TRANSITION



DEMOGRAFIC SHIFTS



TECHNOLOGICA L CHANGE

The labour market is being reshaped by multiple forces.
Among them, technological change is one of the most transformative, with Al and information processing technologies expected to have the greatest impact on businesses by 2030.

Source: World Economic Forum, Future of Job Survey Jan 2025

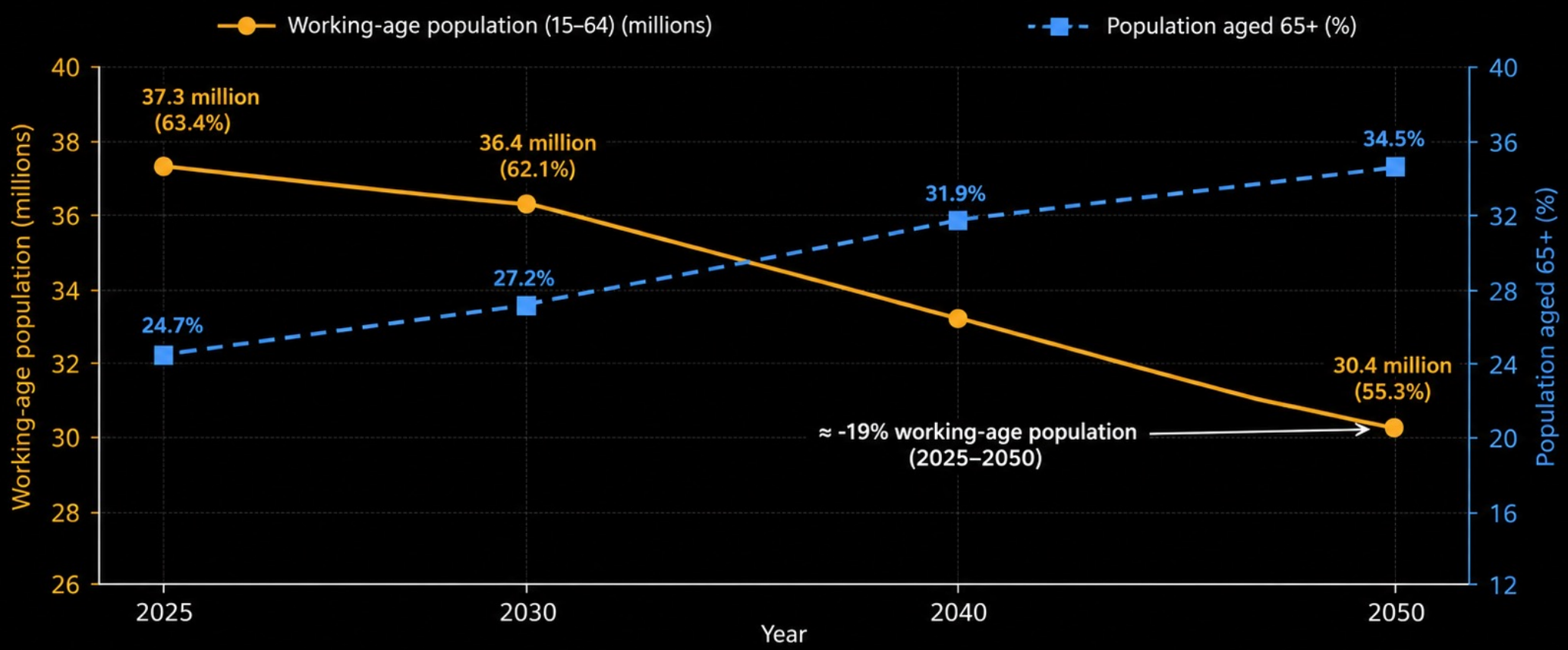


DEMOGRAFIC
SHIFTS



TECHNOLOGICAL
CHANGE

DEMOGRAPHIC SHIFTS IN ITALY (2025–2050)



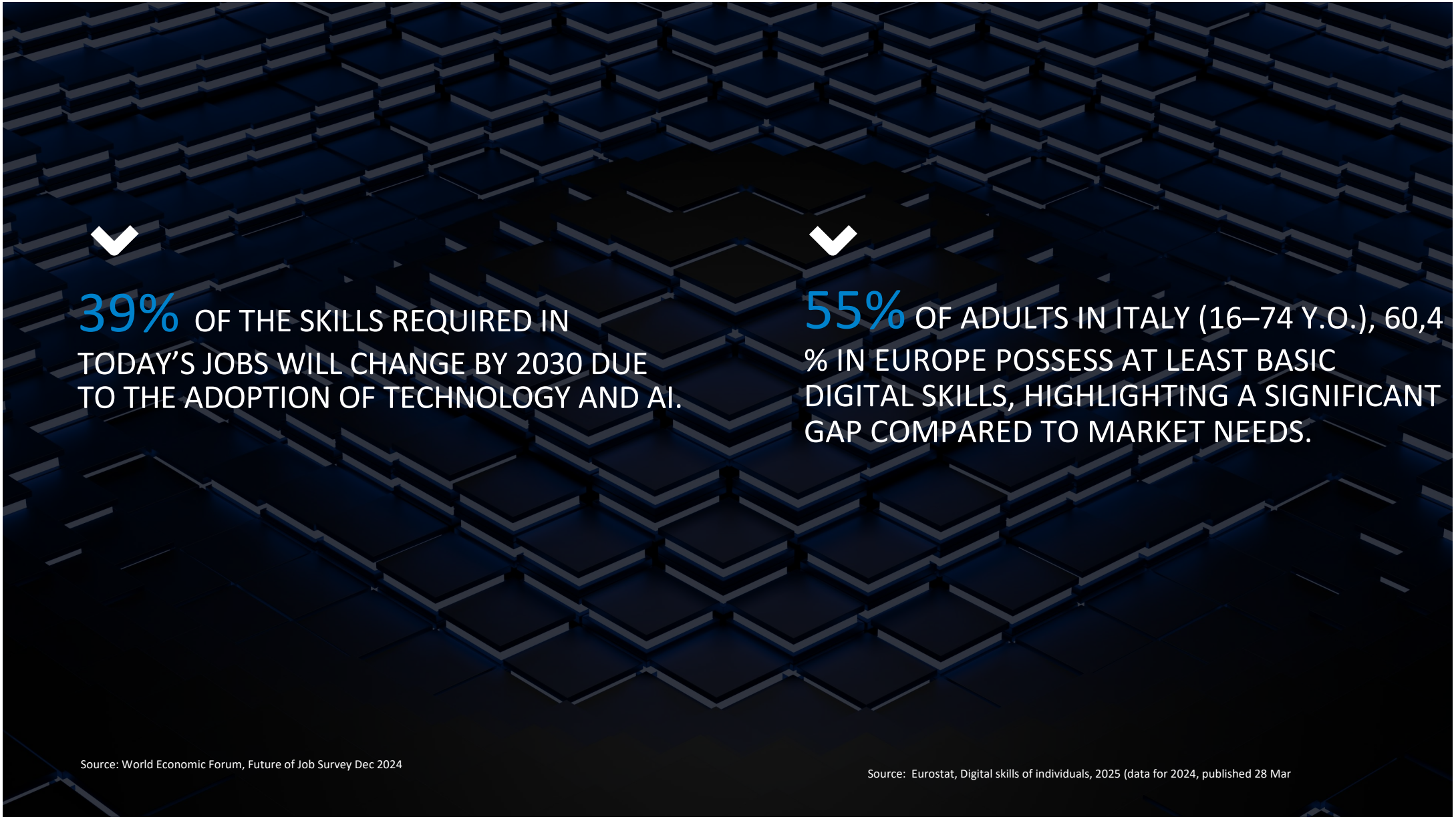
2025
Total population: 58.9 million
Working-age (15–64): 37.3 million (63.4%)
Aged 65+: 24.7%

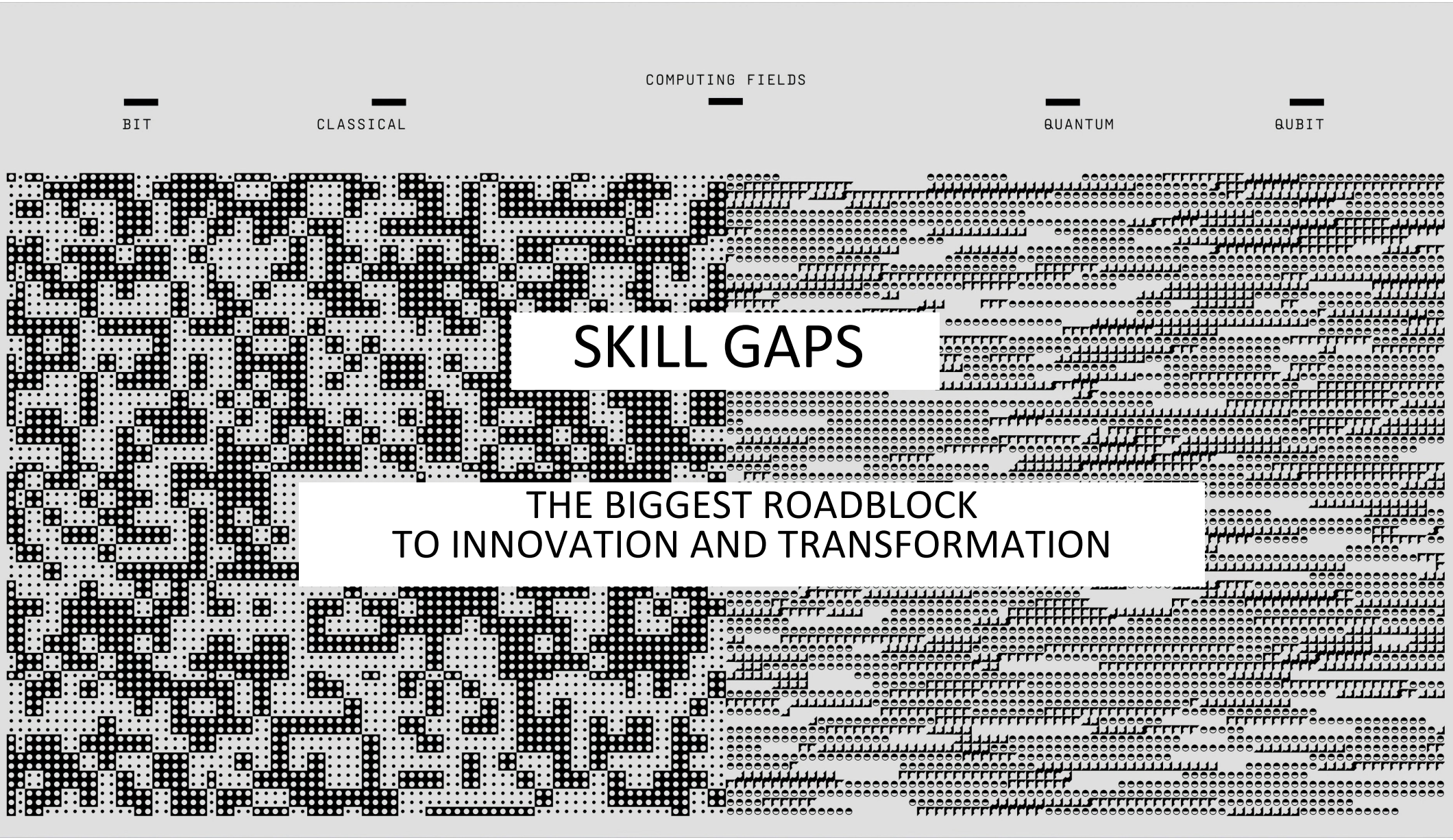
2030
Total population: 58.7 million
Working-age (15–64): 36.4 million (62.1%)
Aged 65+: 27.2%

2050
Total population: 55.0 million
Working-age (15–64): 30.4 million (55.3%)
Aged 65+: 34.5%

Source: ISTAT, Population, Household and Labour Force Projections – Base 1/1/2025, published 31 Aug 2026.

ISTAT, Demographic Indicators – Year 2025, published 2026.


39% OF THE SKILLS REQUIRED IN TODAY'S JOBS WILL CHANGE BY 2030 DUE TO THE ADOPTION OF TECHNOLOGY AND AI.
55% OF ADULTS IN ITALY (16–74 Y.O.), 60,4 % IN EUROPE POSSESS AT LEAST BASIC DIGITAL SKILLS, HIGHLIGHTING A SIGNIFICANT GAP COMPARED TO MARKET NEEDS.
Source: World Economic Forum, Future of Job Survey Dec 2024
Source: Eurostat, Digital skills of individuals, 2025 (data for 2024, published 28 Mar


COMPUTING FIELDS
BIT
CLASSICAL
QUANTUM
QUBIT
SKILL GAPS
THE BIGGEST ROADBLOCK
TO INNOVATION AND TRANSFORMATION

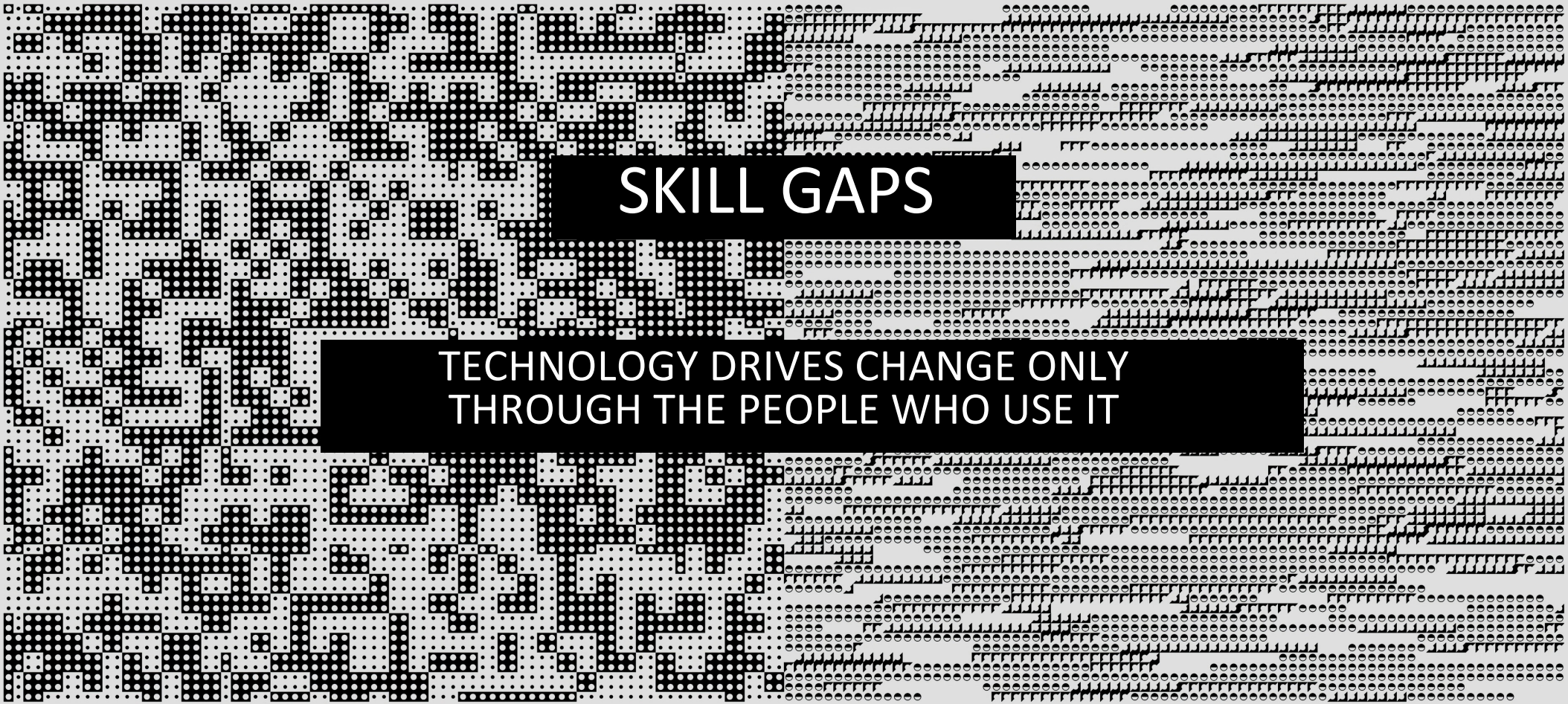
COMPUTING FIELDS

BIT

CLASSICAL

QUANTUM

QUBIT



TECHNOLOGY AND OLDER WORKERS

Minor attitude

Cross-cultural study showed that technology usage behavior declines with age

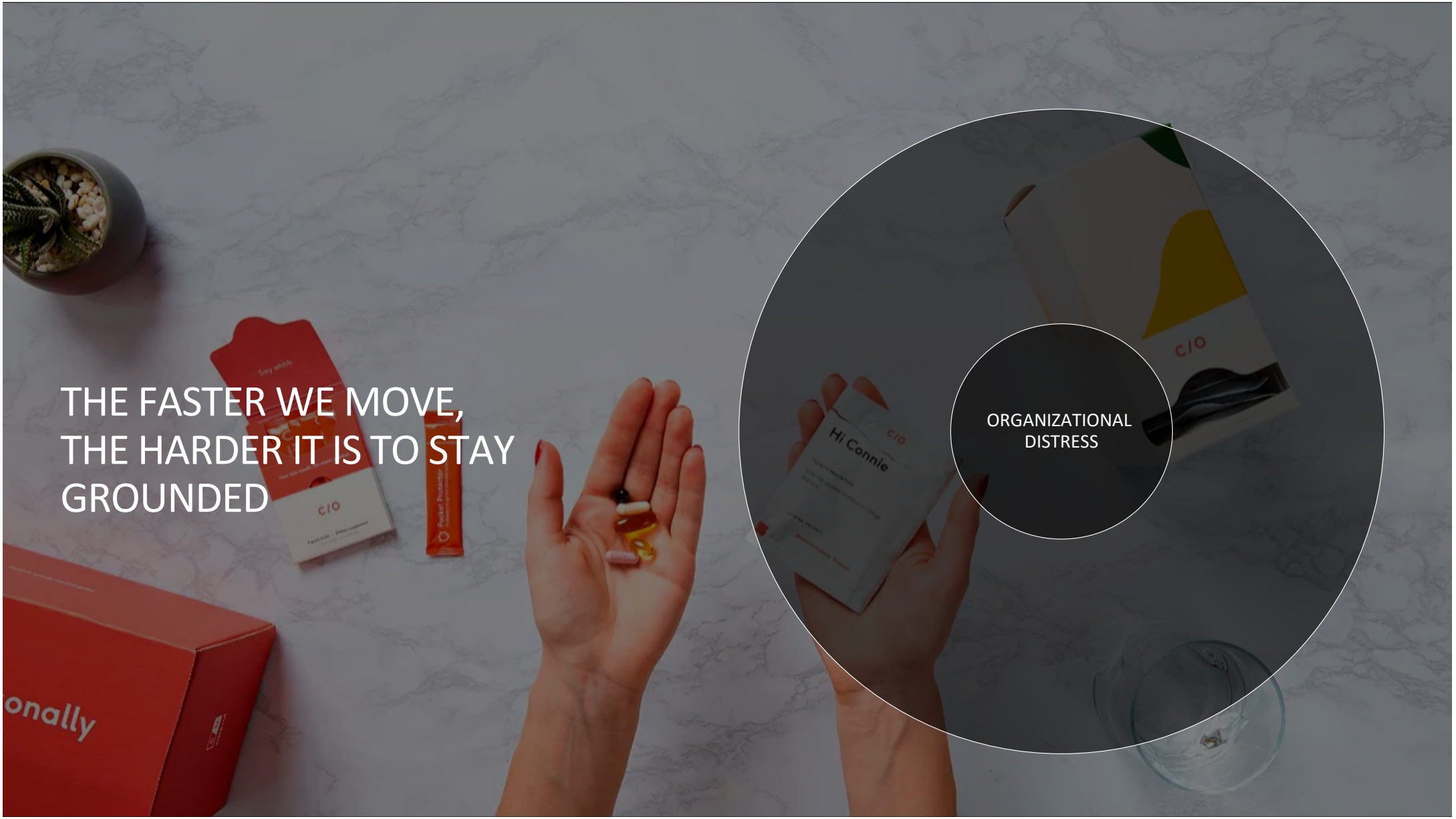
Less Adoption

Older persons experience challenges to technology use, underscoring the significance of recognizing generational disparities in technological skill and adoption rates

More Anxiety

Older workers use fewer software functions than their younger counterparts, and they experience greater levels of anxiety and stress when using them to perform job tasks.

Source: Factors Influencing Seniors' Anxiety in Using ICT; Research Digital Skills and Older Workers".


THE FASTER WE MOVE,
THE HARDER IT IS TO STAY
GROUNDED
ORGANIZATIONAL
DISTRESS

THE FASTER WE MOVE, THE HARDER IT IS TO STAY GROUNDED



THREE TURNING POINTS



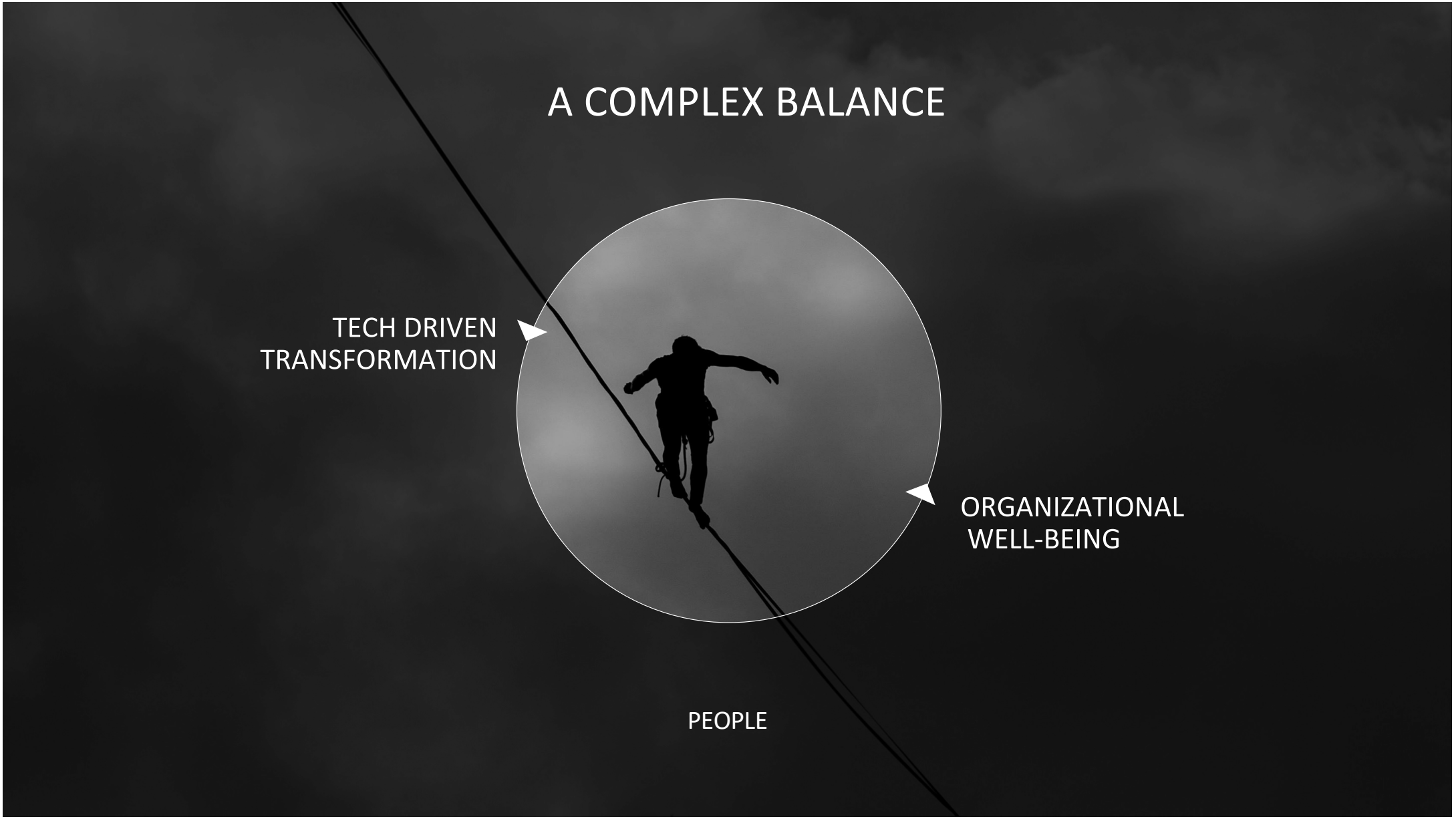
TRANSFER OF CORE COMPETENCIES FROM SENIOR TO JUNIOR TALENTS



RESKILLING AND UPSKILLING THE WORKFORCE



FOSTERING ORGANIZATIONAL WELL-BEING


A COMPLEX BALANCE
TECH DRIVEN
TRANSFORMATION
ORGANIZATIONAL
WELL-BEING
PEOPLE

WELL-BEING NOT AS CONFORT, BUT AS SUSTAINABLE TENSION

NOT THIS

COMFORT ZONE
PERMANENT BALANCE
NO PRESSURE
NO FRICTION



BUT THIS

AMBITION
GROWTH
SUPPORT
RECOVERY

A HEALTHY ORGANIZATION IS NOT ONE WITHOUT PRESSURE.
IT IS ONE WHERE PEOPLE CAN FACE PRESSURE, LEARN, GROW AND RECOVER

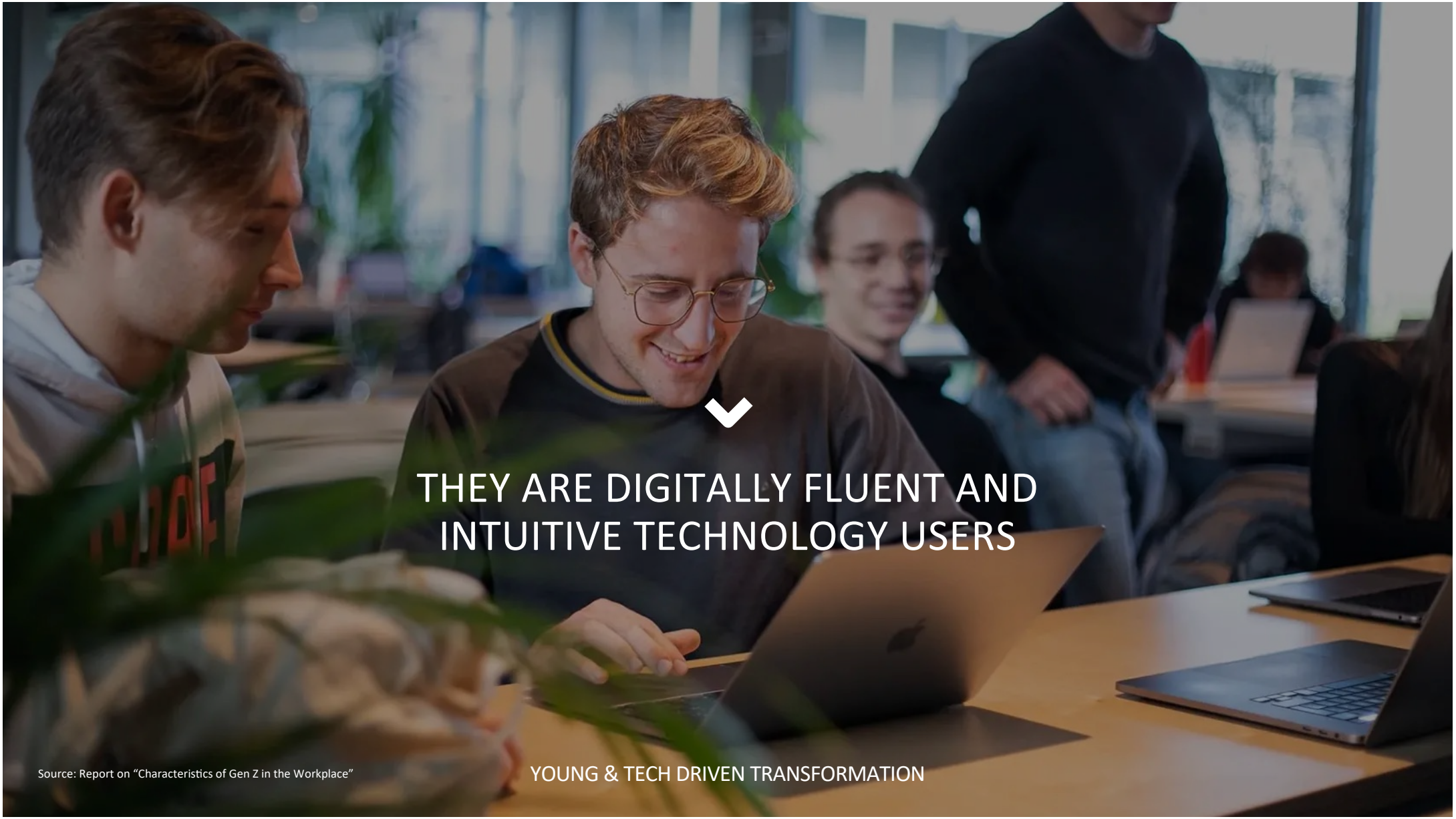
THE ROLE OF YOUNG PEOPLE



TECH DRIVEN
TRANSFORMATION

ORGANIZATIONAL
WELL-BEING

ENABLERS



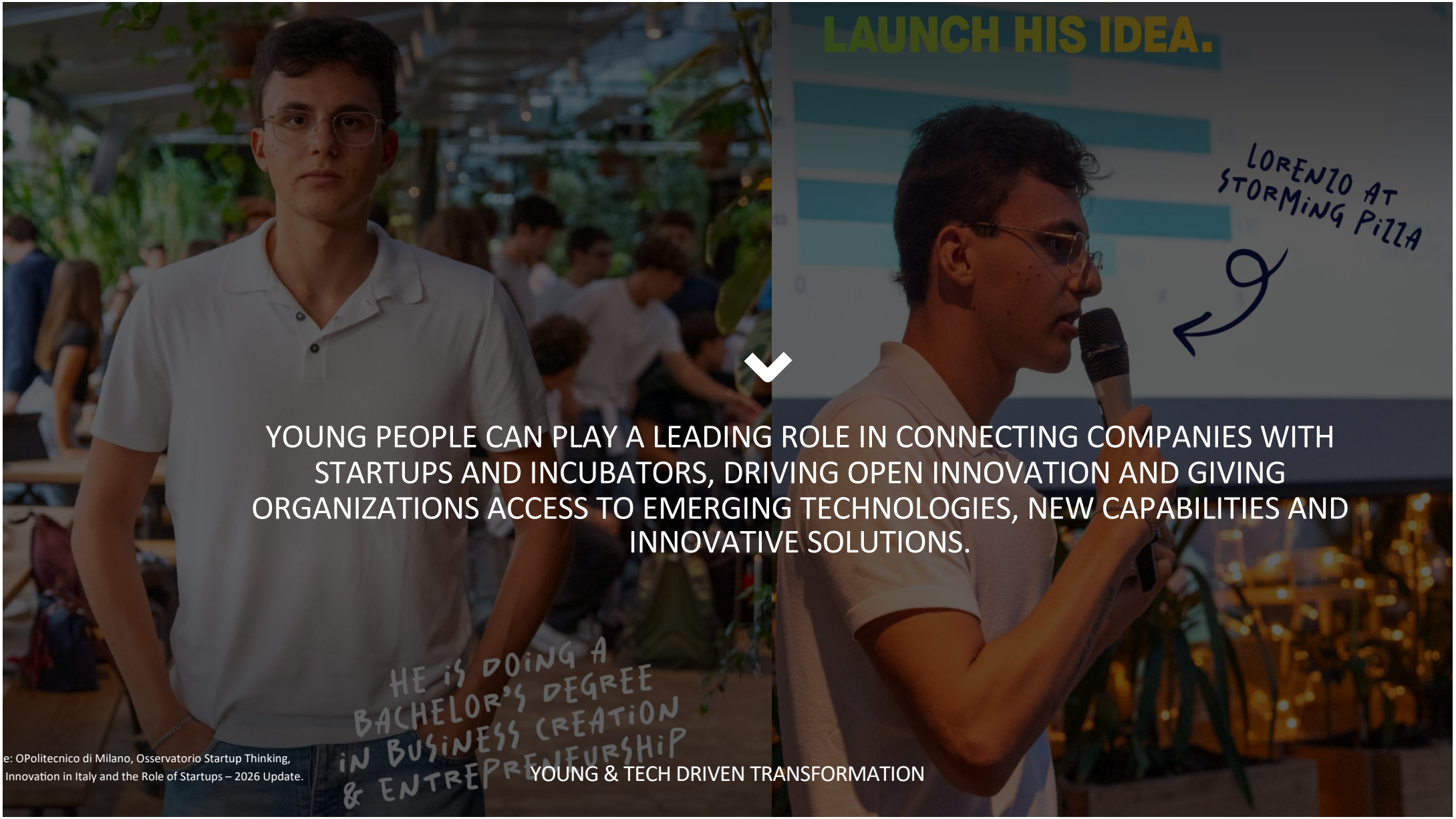
Source: Report on “Characteristics of Gen Z in the Workplace”

Technological literacy and updated digital skills

AI, big data and analytical thinking

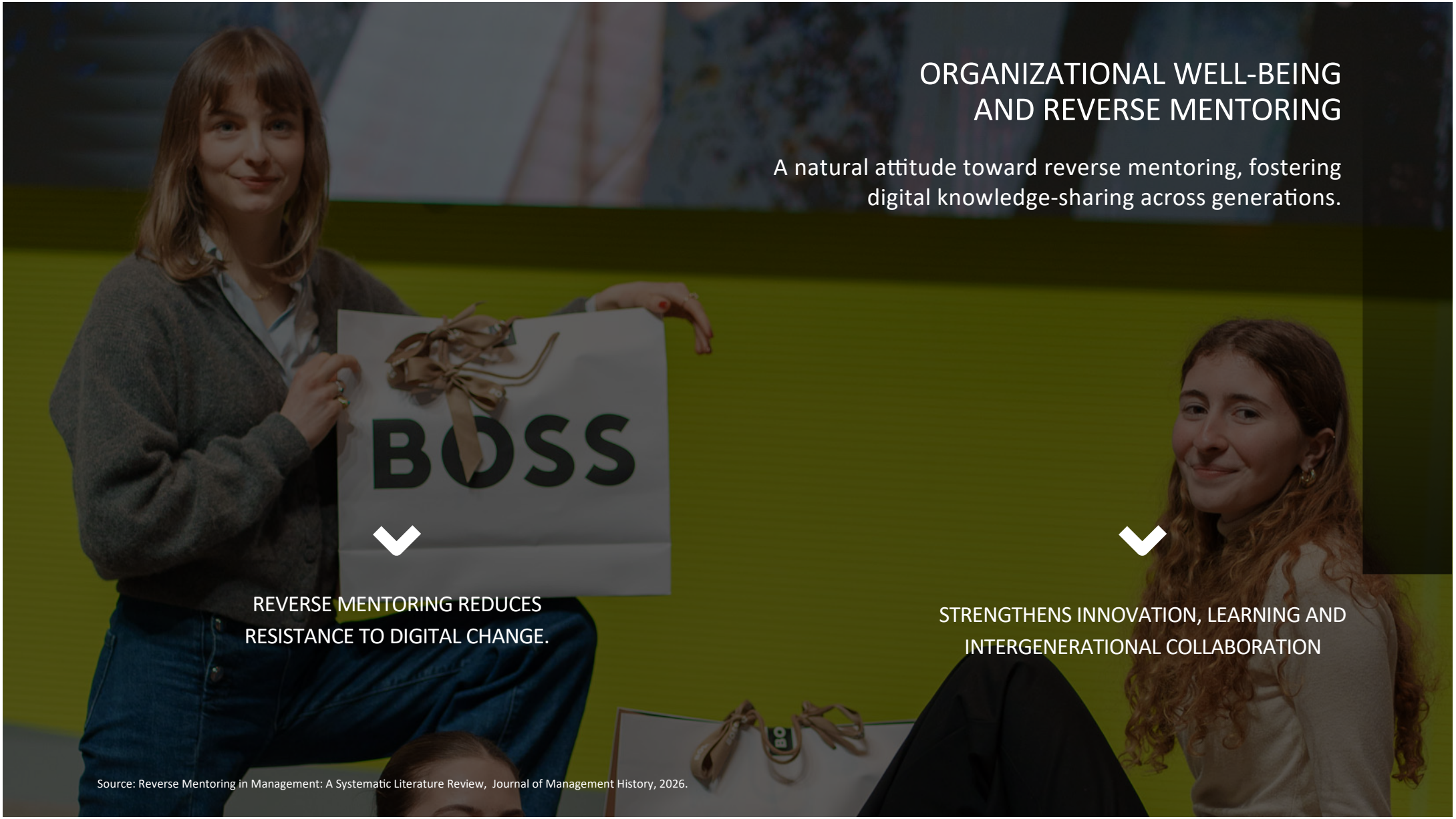
Curiosity, flexibility and willingness to experiment

Source: Source: World Economic Forum, Future of Jobs Report 2025
Microsoft 2025 Work Trend Index



YOUNG PEOPLE CAN PLAY A LEADING ROLE IN CONNECTING COMPANIES WITH STARTUPS AND INCUBATORS, DRIVING OPEN INNOVATION AND GIVING ORGANIZATIONS ACCESS TO EMERGING TECHNOLOGIES, NEW CAPABILITIES AND INNOVATIVE SOLUTIONS.

e: OPolitecnico di Milano, Osservatorio Startup Thinking,
Innovation in Italy and the Role of Startups – 2026 Update.



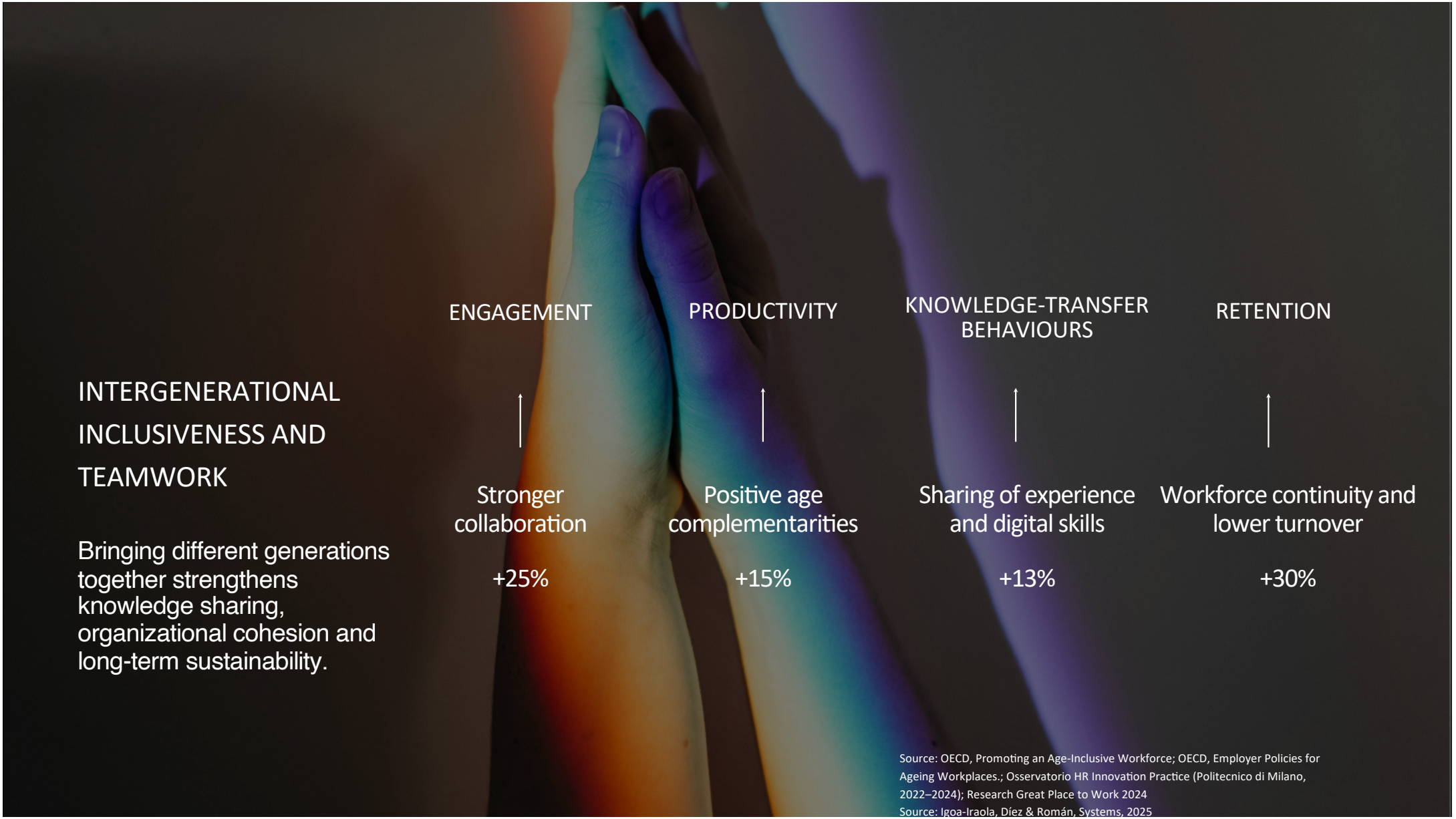
ORGANIZATIONAL WELL-BEING AND REVERSE MENTORING

A natural attitude toward reverse mentoring, fostering digital knowledge-sharing across generations.

REVERSE MENTORING REDUCES RESISTANCE TO DIGITAL CHANGE.

STRENGTHENS INNOVATION, LEARNING AND INTERGENERATIONAL COLLABORATION

Source: Reverse Mentoring in Management: A Systematic Literature Review, Journal of Management History, 2026.



Source: OECD, Promoting an Age-Inclusive Workforce; OECD, Employer Policies for Ageing Workplaces.; Osservatorio HR Innovation Practice (Politecnico di Milano, 2022–2024); Research Great Place to Work 2024
Source: Igoa-Iraola, Díez & Román, Systems, 2025


A CHALLENGE TO WIN
INTERGENERATIONAL SYNERGIES
ARE A KEY ELEMENT OF CORPORATE STRATEGY TO:
ENHANCE WELL-BEING
ACCELERATE INNOVATION
BOOST COMPETITIVENESS


HOW TO ENGAGE YOUNG PEOPLE
“
VALUE IS CREATED WHEN PEOPLE FEEL SEEN, HEARD, AND UNDERSTOOD.
”
SIMON SINEK

GEN Z

THEY LIKE TO FEEL INVOLVED AND UNDERSTAND THE "WHY" AND "HOW" OF THEIR CONTRIBUTION

IF THEY DON'T FIND MEANING OR ENGAGEMENT, THEY DISENGAGE AND LOSE INTEREST

Source: "Towards the Global Vision of Engagement of Generation Z at the Workplace
"Attracting Talent: Understanding Generation Z's Expectations"

GEN Z

THEY WANT TO MAKE AN IMPACT AND HAVE TIME FOR WHAT MATTERS TO THEM

THEY OFTEN LEAVE A STABLE JOB TO CREATE THEIR OWN START-UP

Source: Deloitte Gen Z & Millennial Survey 2025 "Why Gen Z Is Thriving in the Entrepreneurial World" (Forbes, 2024)

GEN Z

JUST DOING THE TASK” ISN’T ENOUGH FOR GEN Z. THEY NEED PURPOSE ON SUSTAINABILITY, ETHICS, INCLUSION, AND THE HUMAN FACTOR

IF THE ORGANIZATION IS MISALIGNED WITH THESE VALUES, IT LEADS TO DISCOMFORT, QUIET QUITTING, AND TURNOVER.

Source: “Effect of Green Entrepreneurial Orientation Among Educated Gen Z’s in Europe” (2025)

AND YET…
A COSTLIEST MISTAKE

AI'S FIRST CASUALTIES: YOUNG WORKERS

In highly AI-exposed sectors (such as customer service, software development, marketing and data entry) employment among 22–25-year-olds is about 19% below the trend seen in less AI-exposed occupations. The gap is driven mainly by reduced entry-level hiring, not layoffs.

Source: Brynjolfsson, E., Chandar, B. & Chen, R. (2026), Canaries in the Coal Mine? Six Facts about the Recent Employment Effects of Artificial Intelligence, Stanford Digital Economy Lab, revised August 12, 2026.

THE HIDDEN COST OF ENTRY-LEVEL AUTOMATION

Economic modelling suggests that large-scale automation of entry-level work could reduce long-run U.S. per-capita GDP growth by approximately 0.05–0.35 percentage points per year, depending on the scale of automation.

Model-based estimate, not an observed effect.

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WHEN AI BREAKS THE CHAIN OF KNOWLEDGE

AI disrupts the **intergenerational flow of tacit knowledge,** reducing opportunities for juniors to learn from seniors and weakening the informal learning culture within organizations.

Source: Ide, E. (2026). Automation, AI, and the Intergenerational Transmission of Knowledge. arXiv:2507.16078, revised June 8, 2026.

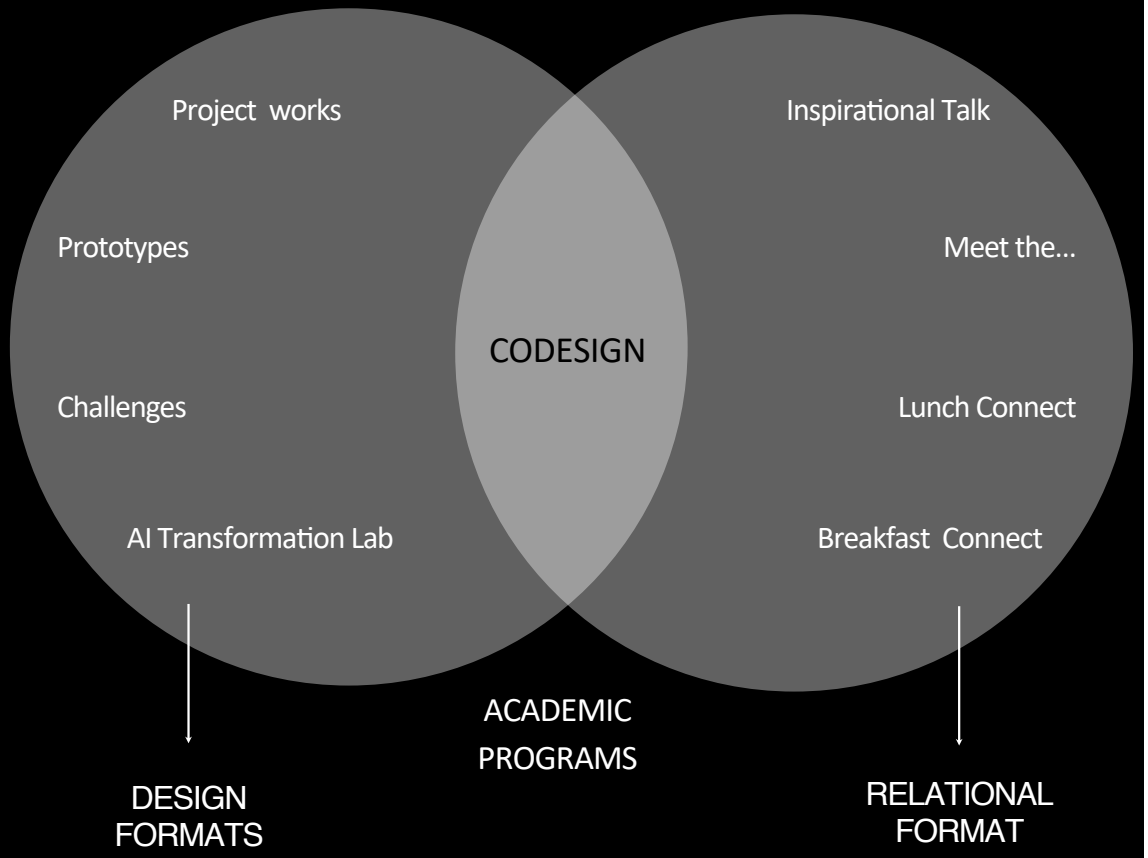
“TO CREATE REAL VALUE, WE MUST TURN THE PYRAMID UPSIDE DOWN SHARING EXPERIENCE FROM THE TOP AND LETTING INNOVATION RISE FROM THE BOTTOM”

CLAUDIA PARZANI


WHAT IS A STAKE
Supreme


H-FARM
COLLEGE
AN ALLIANCE INTELLIGENCE
EDUCATIONAL MODEL CONNECTING COMPANIES
AND GEN Z

THROUGH THE STRONG CONNECTION WITH COMPANIES, PART OF OUR EDUCATIONAL MODEL, WE MIX EXPERIENCES, APPROACHES, SKILLS, VALUES



A.Y.25/26 Projects

30+ Project, research initiatives & innovation challanges

CONTRIBUTION TO H-FARM BUSINESS SCHOOL RESEARCH

The Implementation Paradox

Published on Forbes and as a H-FARM Business School White Paper.

The Decision Paradox

Published on Forbes and as a H-FARM Business School White Paper.

Entrepreneurship & AI

Research on the characteristics and skill sets that empower innovation in the age of AI.

LUMINA CONSULTING AGENCY PROJECTS

Area: Business & Consulting

Allianz Bank · Camera di Commercio Sassari · Cassa Depositi e Prestiti · Alidays · Forbes Next Leaders · InPlace

Area: Media & Communication

Open Fiber · Sandonauto · iDA · CX · Forbes Next Leaders

Area: AI & Research

AI Biblioteca · Aperyshow

HACKATHONS

Campus X
The Social Hub
FiveFourFive
Conthackto
Jakidale

COMPANY PROJECTS & LABS

Impact Puglia: 11 real-world innovation challenges

The Lux Collective

AI TRANSFORMATION LABS

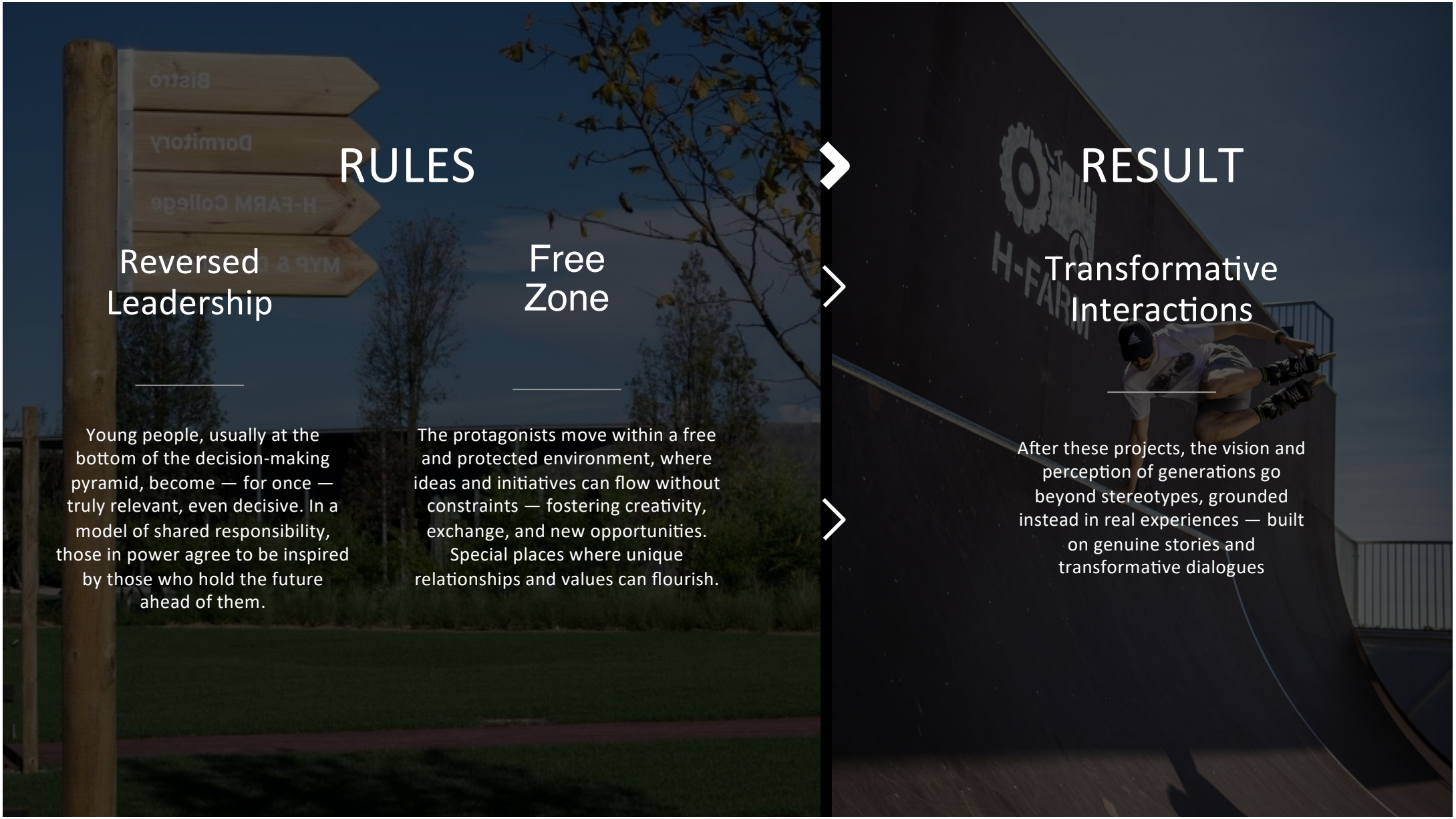
Sicon Socomec

Gruppo Simeon

CAREER DAY 2025 LABS

AI Autonomous Agent
Smart Brand Lab
Start Up Scouting Lab
AI Ally: Stop Gender Violence Lab
Generations at Play: Intergenerational Alliance Lab


JOINING YOUNG PEOPLE
ON THEIR PLAYING FIELD



RULES

Reversed Leadership

Young people, usually at the bottom of the decision-making pyramid, become — for once — truly relevant, even decisive. In a model of shared responsibility, those in power agree to be inspired by those who hold the future ahead of them.

Free Zone

The protagonists move within a free and protected environment, where ideas and initiatives can flow without constraints — fostering creativity, exchange, and new opportunities. Special places where unique relationships and values can flourish.

RESULT

Transformative Interactions

After these projects, the vision and perception of generations go beyond stereotypes, grounded instead in real experiences — built on genuine stories and transformative dialogues

SO, WHAT IS THIS AI?

SO, WHAT IS THIS ALLIANCE INTELLIGENCE?

A STRATEGIC HUMAN CAPABILITY

The ability to build strategic plans and programs that foster meaningful intergenerational collaboration and strengthen a company's unique value.

A MINDSET POWERED BY DIVERSITY

An approach that turns diversity into a competitive advantage and values age and experience as key assets for navigating rapid technological and social change.

THE OTHER "AI" IN THE AGE OF AI

The human ability to build trust, share wisdom, and co-create a more sustainable future across generations is essential to truly thrive in the age of AI.



READI

TO SEE HFC STUDENTS AT WORK?

H-FARM COLLEGE

Career Day

ORG.AI

We Build the Future Before We Teach It.

November 5-6, 2026 • H-FARM Campus