

PERSONAL INFORMATION

Daniele Gerundino


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Nationality: Italian

CURRENT POSITIONS

Research associate, Institut de Gouvernance de l'Environnement et Développement Territorial (GEDT), University of Geneva

Professional affiliate, Istituto di Management (IdM), Scuola Superiore di St. Anna (Pisa, Italy)

Permanent Member of the UNI Study Center on Standardization (equivalent to a board membership)

MANAGEMENT
RESPONSIBILITY

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- 1998 – 2017** [Assistant Secretary-General of the International organization for standardization \(ASG\)](#)
(The same position was re-named in 2005 "Strategic Adviser to the Secretary-General, SASG). The ASG (and later the 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.
- 1999 – 2017** [Secretary of the ISO Council Standing Committee on Strategy and its successor](#)
(CSC/STRAT was re-named in 2014 "Council Standing Committee on Strategy and Policy, CSC/SP" and Gerundino maintained the role of Secretary).
 The CSC/SP is composed of Council members and reports to the ISO Council. It coordinates the ISO strategy development and its implementation; monitors current trends and emerging issues affecting the development and implementation of International Standards; recommends action to Council regarding new areas of standardization and coordinates the development, maintenance and monitoring of ISO's policies.
- 2015 – 2017** [Director of the ISO Academy](#)
 The ISO Academy was the unit responsible for technical assistance to the ISO developing country members (over 120), as well as for training, research and collaboration with universities and other education institutions.
- 1998 – 2010** [Secretary of the ISO Information Technology Strategy Implementation Group \(ITSIG\)](#)
 Group reporting to the ISO Council and responsible for coordinating IT strategy and implementation for the network of National Standards Bodies members of ISO
- 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 – partner of Forrester Research, a leading US IT industry analyst, and co-founder of CommerceNet Italy, the Italian chapter of the industry consortium aiming to promote electronic commerce.

WORK EXPERIENCE

UNIGE AND COSULTANCY

2018 – now International consultant

Among other activities, support to policy development and capacity building for establishing or strengthening National Quality Infrastructures in several countries, for the World Bank.

Main author of the publication “Rebooting Quality Infrastructure for a Sustainable Future”, published by UNIDO in December 2019.

2018 – 2021 University of Geneva

Responsible of the Standards and Governance specialization in the framework of the UNIGE Masters STAREG (Standardization, Social Regulation and Sustainable Development) and IHDS (Innovation, Human Development and Sustainability) of the Faculty of Social Sciences (*prise en charge du “Workshop 2B: Voluntary Standards, Governance and SDGs”, worth 12 ECTS credits, au semestre de printemps et du Cours “Voluntary Consensus-based Standards” au semestre d’automne, worth 6 ECTS credits*).

Earlier (2011-2017), coordinator of the ISO partnership with the University of Geneva (UNIGE):

- 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 since 2017.

- responsible of two ISO courses in the framework of the STAREG master (2011-2016) and since 2017 of the courses indicated above

INTERNATIONAL ORGANIZATION FOR STANDARDIZATION

1998 – 2017

Assistant Secretary-General of the International organization for standardization (ASG)

For 20 years, as a member of the ISO Central Secretariat senior management team, 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.

Among the most 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 coordination of five cycles of the ISO strategic planning process (covering initially a three-year timeframe and since 2005 a five year timeframe)
- the revision of the ISO Governance structure and processes, completed in 2017 with the approval by the ISO General Assembly of the New ISO Statutes and Rules of Procedure
- coordination of the development of the Fundamental Principles of the ISO System (ISO/GEN 22:1999) and of the ISO Code of Ethics (2004)
- 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
- a variety of initiatives and conferences promoting international standardization at the sectorial level, in partnership with leading international organizations (such as the WTO, the OECD, the International Energy Agency, the World Health Organization, UNIDO, UNCTAD and several other UN agencies), industry consortia, the International Electrotechnical Commission (IEC) and the International Telecommunication Union (ITU).

Other important ISO achievements to which Gerundino has given a significant contribution 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, 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.
- re-design and improvement of many of the training modules (and related supporting services) included in the ISO technical assistance programmes targeting developing countries
- the ISO e-learning modules (2005-2007). Working with Roger Schank, at the time 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").

2015 – 2017 Director of the ISO Academy

During his tenure, Gerundino has led the development of a new version of the ISO Action Plan for Developing Countries (2016-2020), secured funding from donor organizations (achieving over 10 million CHF in funding for the 5 year period, including contributions from ISO members), re-organized the unit, developed the ISO Academy strategic plan, dedicated substantial effort to strengthen cooperation with development agencies and with partner organizations engaged in regional cooperation, trade development and technical assistance.

MATE SRL

1986 – 1997 Co-founder and Managing Director of Mate srl

MATE developed as one of the most qualified Italian 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.

INTERNATIONAL ACTIVITY

2015 – 2017 International network on Quality Infrastructure (INetQI)

ISO representative

2014 – 2017 WTO TBT Committee

ISO representative (with observer status)

2009 – 2017 ICES (International cooperation for education about standardization)

ISO representative

Prior to joining ISO

1996 – 1997 Co-founder and Vice-President of the Italian chapter of the CommerceNet consortium

1992 – 1994 President of the company Codd and Date Italia spa, the Italian subsidiary of Codd and Date Inc.

1988-1992 Board member of i2u (the Italian UNIX User group) and representative of i2u in X/Open and Unix International industry consortia

INTERNATIONAL PROJECTS AND COOPERATION

2017 – 2021	Consultancy for the World Bank, in support of policy development and capacity building for establishing or strengthening National Quality Infrastructures in several countries
1998 – 2017	Coordination of a significant number of projects (capacity building and technical assistance) for ISO's developing country members
2015 – 2017	Overall management of ISO's capacity building and technical assistance projects part of the ISO Action Plan for Developing Countries
Prior to joining ISO	
1991 – 1997	Management of projects funded by the European Commission (Comett, Adapt, Info 2000 and Ispra JRC programs)

NATIONAL AND INTERNATIONAL STANDARD ORGANISATIONS

2020 – today	UNI/CT 57 "Circular Economy", UNI Expert (Ente Italiano di Normazione)
2021 – today	UNI/CT 40 "Sustainable Finance", UNI Expert (Ente Italiano di Normazione)

ACADEMICS

TEACHING AND SUPERVISING

2011 – 2021	Responsible of the Standards and Governance specialization in the framework of the UNIGE Masters STAREG and IHDS (Faculty of Social Sciences)
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PUBLICATIONS AND PATENTS

PUBLICATIONS

- Lead author of the publication "Rebooting Quality Infrastructure for a Sustainable Future", UNIDO, 2019
- Dozens of ISO publications (such as the books "Standardization and Innovation, ISO 2015", the book "Teaching Standards, ISO 2014", the "Economic benefits of standards: the ISO Methodology 2.0, 2013", "International Case studies, 2010-2011", etc.)
- "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
- Dozens of articles for the major Italian Business & Economics Newspaper ("Sole 24 ore"), and specialized magazines regarding Information Technology issues (1986-1997).
- The book "Why invest in UNIX", Gutenberg 2000, 1989 (with co-author Prof. Le Van Huu, University of Milano, Italy)
- High Energy Limits and Internal Symmetries (G.M. Cicuta and D. Gerundino, Physical Review D, vol. 29, number 6, 15 March 1984, page 1258.)

EDUCATION AND TRAINING

2016-2019	University of Geneva	QEF = 7
	▪ Academic Fellow	
1981	University of Milano	QEF = 7
	▪ Laurea degree in Physics (Cum laude)	

PERSONAL SKILLS

Mother tongue	Italian
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Other languages	COMPREHENSION		SPOKEN		WRITTEN
	Listening	Reading	Listening	Speaking	
English	C2	C2	C2	C2	C2
French	C1	C2	C1	C1	B2
Job-related skills	<p>Experience in the field of Standardization and Conformity Assessment</p> <ul style="list-style-type: none"> Over 30 years' experience in standardization and conformity assessment, deep insider's knowledge and experience of international, regional and national organizations in the field. Significant network of relationships with people from organizations in a large number of countries. Good Knowledge of EU legislation in the field of standardization and of the New Legislative Framework Good knowledge of the WTO TBT agreement and of specific aspects regarding standardization and conformity assessment 				
Organisational / managerial skills	<p>Broad management skill achieved after more than 35 years of work experience in several positions:</p> <ul style="list-style-type: none"> Consolidated experience with management of organizations and projects in the standardization and conformity assessment field Solid international dimension In addition, interesting and diversified experience with organizations from the private sector – including, in particular, direct knowledge of SMEs' needs and perspectives 				
Communication / social skills	<p>Excellent communication and inter-personal skills.</p> <ul style="list-style-type: none"> 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. Excellent presenter, vast experience of delivering speeches to international audiences, used to deal with heads of organizations and senior managers from the private and public sector 				
Key areas of expertise and interest	<ul style="list-style-type: none"> Standardization, Quality Infrastructure Sustainable Development, Circular Economy, Sustainable Finance Innovation, Strategy Management, Management of Technology (with focus on sustainability, i.e. innovation for sustainability) Relations with Stakeholders, Education about standardization (post-graduate) Research on standards, QI and sustainability-related matters. 				
Computer literacy	<ul style="list-style-type: none"> All mainstream computer software used for office applications, web conferencing, communication etc. 				
Leadership skills	<ul style="list-style-type: none"> Excellent leadership skills in relation to both organizational and project-focused's perspectives Ability to involve and motivate teams from organizations in developing countries: showing passion for the subjects and trying to link them to their specific experience, providing materials, explanations, management support - sometimes with a degree of "nudge", or soft pressure, if needed – but always listening carefully, and being fully respectful of their attitudes and culture. My impression – and the feed-back received in many ways over 30 years of career – seem to indicate that this is indeed the case. 				
Personal data	<p>I hereby authorize the use of my personal data in accordance to the GDPR 679/16 - "European regulation on the protection of personal data".</p> <p>Geneva, 1st September 2021</p> <p><i>Daniele Gerundino</i></p>				