

ALBERTO DE MARCO

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SCIENTIFIC AND PROFESSIONAL PATH

WEBSITE PROFILE

Dr. Alberto De Marco is an Assistant Professor with the Department of Management at the Politecnico di Torino, where he teaches the Project Management graduate class.

He also provides executive education in the area of Project Management, Project Finance, and Public Private Partnership at various international institutions.

He is appointed professor at the Sino-Italian campus in the Tongji University, Shanghai (China) for the Economics for Engineering class. In 2006, he was at the Massachusetts Institute of Technology, Systems Division, where he served as a visiting lecturer for the Project Management class.

He worked as a post-doc scholar in the field of complexity science applied to system management.

His research and consulting activities are in three main areas. A first area is related to project and risk management, construction management, facilities management, financial planning, project finance, and public-private partnerships for industrial, utility, social and infrastructure facilities. A second one is centered on supply chain management, industrial logistics, and warehousing. A third area is focused on smart city policies, smart city business models and governance systems, application of project finance and PPP to Smart City projects, as well as city logistics and smart mobility business models with regard to regional policies and integration with tracking technologies.

He works as part of the Engineering Systems and Logistics Research Group and he acts as coordinator of the Smart City Finance&Technology Program.

He is international member of the Portuguese Agency for Assessment and Accreditation of Higher Education.

He formerly worked as a project manager in France and Italy. He founded and directed a start-up company delivering IT solutions for construction industries.

Alberto De Marco earned his M.Sc. in Building Engineering and Ph.D. in Construction Management from Politecnico di Torino. He attended part of his graduate education at the Ecole Nationale des Ponts et Chaussées in Paris.

Dr. De Marco is a member of the Project Management Institute and the System Dynamics Society.

SUMMARY

Alberto De Marco (1975), married with two children, lives and works in Torino (Italy), fluently speaks Italian, English and French.

He earned his Master of Science Degree and PhD in Building Engineering from Politecnico di Torino after attending part of his courses at the Grande Ecole Nationale des Ponts et Chaussées/ParisTech in Paris.

He is a tenured Assistant Professor with the Dept. of Management and Production Engineering at Politecnico di Torino. He is appointed professor at the Tongji University of Shanghai and the Tashkent Polytechnic University. He has been an invited Visiting Lecturer at the Massachusetts Institute of Technology (MA, USA).

He worked as a professional consultant and was founder and executive manager of a start-up company developing own-patented IT solutions for the industry.

He teaches Project Management, Project Financing, and Logistics at various other national and international institutions.

He works as part of the Research Group for Engineering Systems and Logistics (<http://www.reslog.polito.it>). He acts as a researcher and consultant in the fields of supply chain management, sustainable logistics, urban freight distribution, intelligent mobility, and smart cities, integrating the experience in project financing and public-private partnerships to develop infrastructure and mobility services.

RESEARCH AREAS

His interests and activities can be subsumed into four main areas of research (see also <http://staff.polito.it/alberto.demarco/>).

A first stream of research is related to Project Management, with regard to project risk management, construction management of industrial, power and social facilities, financial planning, cost monitoring, procurement management, construction contract management, and delivery systems as well as System Dynamics simulation for project management. A derivative stream of empirical studies explores the financial/contractual mechanisms of Project Financing, Build-Operate-Transfer projects, and Public-Private Partnerships [Publications 3, 4, 10, 19].

A second research area is focused on Facilities Management and Maintenance of industrial buildings and distribution warehouses. In particular, studies focus on operations&maintenance of industrial and logistic facilities through empirical analyses of warehouse maintenance costs, as well as the relationship between the maintenance function and the service level.

A third stream is centered on Supply Chain Management, procurement and outsourcing systems, industrial logistics, plants design, and warehouse management, with modeling and simulation applications for warehousing equipment, RFID technologies, and storage processes.

Finally, a research stream is in the area of regional distribution logistics and City Logistics, with focus on business modeling and process management, as well as integration with ICT and Intelligent Transport Systems for freight fleet management and Smart Mobility.

EDUCATION

1994. Italian High School Qualification Degree.

1999. M.Sc. in Building Engineering from Politecnico di Torino. Magna cum laude grade (110/110 e lode). During the last year of studies (A.Y. 1998/99) he was an Erasmus student at the Grande Ecole Nationale des Ponts et Chaussées (Paris Tech) with courses in Business Administration, Project Management, Construction Management, and Design of Industrial Facilities. His performance was awarded the "Premio Optime 2000" by the Unione Industriale di torino as one of a top graduate students of the Piemonte Region of Italy.

01/2001 – 12/2003. Ph.D. in Building Engineering (Construction Management) from Politecnico di Torino. Thesis subject: *Methods and systems for engineering&construction project performance management*. Supervisors: professors Carlo Rafele and Pier Giovanni Bardelli.

POST-DOCTORAL GRANTS

10/2004 – 09/2006. Lagrange Fellow Post-Doctoral Research Grant, funded by Unicredit - Fondazione CRT. Research topic: *Methods and tools for managing the complexity of engineering and construction projects*. The scientific activities involved the application of decision support systems, problem solving and computer simulation via the usage of both multi-agent models and System Dynamics modeling of project performance behavior.

04/2007 – 07/2007. Research Grant funded by Politecnico di Torino on the *Complexity and Internationalization in Project Management methodologies and practices*.

RESEARCH PROJECTS AND CONTRACTS

Research Projects as Main Investigator / Coordinator

01/2008 – 12/2008. Main Investigator of the research project titled *Renewable energy plants: outlook and financial analyses*, funded by ImpresaRosso SpA. The project team involves staff from both the Research Groups for Engineering Systems and the Technology, Energy, Building and Environment Research Group with the

Energy Department at Politecnico di Torino. The project analyzes the financial sustainability of worldwide solar and wind power farms; it compares profitability ratios as a function of several parameters of plant capacity and power; and compares financing systems to their associated return on investment indices.

03/2008 – 02/2009. Main Investigator of the research project titled *Organizational models and information management systems for Construction Engineering & Management SMEs*, funded by a consortium of SMEs. The project aims to define a managerial, accounting, and IT model for SMEs providing project management services in the plant engineering and construction sectors.

06/2011 – 05/2012. Coordinator of a project to assist in the negotiation of the business plan and concession contract of a Build Operate and Transfer (BOT) project to develop the new campus of the Torino University, funded by the SPV company University Service Project Srl.

07/2012 – 07/2013. Main Investigator of the research project titled *Financial systems for Smart City projects* funded by Cassa Depositi e Prestiti SpA. Studies and models to apply Project Financing and Social Impact Bonds mechanisms to finance Smart City digital projects, such as urban freight logistics, digital mobility, intelligent lighting, etc.

06/2013 – 12/2013. Intelligent Business Model for Intelligent Operations Center, financed by IBM

03/2013 – 12/2013. Pilot Public Private Partnership, funded by Swarco Mizar. Study for the pilot project finance application to develop an intelligent traffic light system

01/2013 – 07/2013. SMILE. Strategic master plan of the Torino Smart City. Responsible for Business models and governance system.

07/2013 – 07/2014. SITI. Feasibility study for the development of the logistics platform of the North-West of Italy.

Research Projects as a Team Member

09/2004 – 03/2005. Collaboration to the research project titled *Plant engineering&contracting market*, funded by Centrale dei Bilanci/Cerved, under the coordination of Professors Mario Calderini and Carlo Rafele. Technical, economic, and financial analyses of large companies in the plant, power, and oil&gas sectors (among others: Alstom Power, Foster&Wheeler Italia, Techint, KTI, Maire Engineering, Technip, Tecnimont).

06/2006 – 10/2006. Collaboration to the research project titled *Artefice*, under the scientific coordination of Professor Carlo Rafele. Development of IT tools for time and cost monitoring in project management for SMEs working in the electrical and HVAC industries.

04/2007 – 05/2008. Collaboration to the research project titled *Digital Piemonte*, funded by Regione Piemonte/Finpiemonte, coordinated by Professor Yossi Sheffi from the MIT Center for Transportation and Logistics. The project contributed to the creation of a regional-wide info-mobility sensor management network for freight and people mobility management.

01/2009 – 12/2009. Unit dose drug logistics project, funded by ASL Asti, under the scientific coordination of prof. Carlo Rafele.

05/2011 – 11/2011. Scientific support to the preparation of the Master Plan for the Healthcare and Science City of Turin, funded by the ARESS Regional Agency of Healthcare of Piemonte, under the coordination of prof. Carlo Rafele.

10/2011 – 09/2012. Collaboration to the research project titled *SOLE Smart Operational Logistic Efficiency* funded by Telecom Italia, led by Professor Carlo Rafele. Study and development of a prototype for urban B2C freight distribution fleet routing management system in integration with business modeling and mobile commerce tools.

11/2012 – 11/2013. Collaboration to the research project titled *SOUL Smart Operations in Urban Logistics* funded by Telecom Italia, led by Professor Carlo Rafele. Study and development of a prototype for urban B2B freight distribution fleet routing management system in integration with business modeling and near field communications technology.

Peer-Reviewed Research Proposals

2009. Call for proposal FIRB "Futuro in Ricerca". Research project proposal titled *Moving Millions. Sustainable supply chain with value-based transportation*. The main objective is to explore the economic and environmental

effects of value-based transport service pricing policies on supply networks. Main Investigator and local unit coordinator. Other local units involved: University of Cagliari and University of Genoa. The project received a 46/50 score, but was not eligible for financing.

2012. Call for proposal Italian Ministry of Education University and Research MIUR D.D. 381/12 "Smart Cities and Communities and Social Innovation". Research project proposal entitled *Urban Electronic Logistics (URBe-LOG)*. Partners: Telecom Italia, SELEX, TNT, Iveco, Politecnico di Torino, UniBocconi, Scuola Superiore Sant'Anna. Under evaluation. The project aims to develop a digital platform with open data fusion for real-time fleet routing management in urban contexts. Endorsing cities as test beds: Genova, Milano, and Torino. First-ranked (MIUR D.D. 2057 del 31.10.2013).

2013. European Investment Bank EIBURS grant proposal.

PHD SUPERVISION

01/2010 – 12/2012. Supervisor of PhD candidate Timur Narbaev (Uzbekistan). Non-linear regression-based methods for cost estimate at completion in ongoing construction projects of industrial facilities.

01/2011 – 12/2013. Supervisor of PhD candidate Giulio Mangano (Italy). International empirical analyses of contracting and financial mechanisms of BOT/PPP projects to develop contracted facilities. The PhD thesis is partly developed in collaboration with the Illinois Institute of Technology, under the guidance of Professor David Arditi.

01/2011 – 12/2013. Supervisor of PhD candidate Muhammad Jamalludin Thaheem (Pakistan). Formulation of a Risk Management model and corresponding ICT application/tool for managing risks of construction projects.

09/2011 – 07/2012. Supervisor of the Fulbright Visiting PhD candidate Kristen Barlish, from the Arizona State University. Study for application of the Best Value procurement methodology in the European context.

PROMOTION AND INSTITUTIONAL SUPPORT TO SCIENTIFIC ACTIVITIES

04/2011. Appointment as representative of Politecnico di Torino in the framework contract between UNI, Politecnico di Milano and the Ordini degli Ingegneri delle Province di Torino e Milano for testing and promotion of application of the *Technical Specification UNI/TS 11453 Guidelines for financing procedures in construction projects. Homogeneous criteria and parameters for economic and financial management of projects*. Delegate members for the Politecnico di Milano are Professors Andrea Sianesi and Roberto Cigolini.

Since 01/2012. Collaboration with the scientific committee of the Torino Smart City Foundation.

11/2012. Delegate of Politecnico di Torino for the framework contract with Toshiba, Invitalia and the Torino Smart City Foundation to promote and develop research projects in the area of sustainable technologies for Smart Cities.

TEACHING APPOINTMENTS

Bachelor Level

A.Y. 2004/05 – A.Y. 2009/10. Free University of Bolzano-Bozen, Bachelor of Science Degree Program in Logistics and Production Engineering. Project Management course, Adjoint Professor, 5 credits, given in English.

A.Y. 2009/10 – A.Y. 2010/11. Politecnico di Torino, B.Sc. Degree Program in Logistics and Production. Impianti Industriali course, Teaching Assistant for exercise hours.

Since A.Y. 2008/09. Politecnico di Torino. Supervision to 45 B.Sc. final projects and theses.

Master Level

A.Y. 2003/04, A.Y. 2004/05 e A.Y. 2006/07. Politecnico di Torino, Master of Science Degree Program in Ingegneria Gestionale. Gestione dei Progetti course, given by Professor Carlo Rafele, Teaching Assistant for exercise hours.

Since A.Y. 2007/08. Politecnico di Torino, M.Sc. Degree Program in Engineering and Management. Project Management course, Tenured Professor, given in English, 8 credits.

A.Y. 2010/11. Politecnico di Torino, M.Sc. Degree Program in Automotive Engineering. Industrial Plants course, Tenured Professor, given in English, 5 credits.

Since A.Y. 2011/12. Politecnico di Torino, M.Sc. Degree Program in Automotive Engineering. Plants and Manufacturing Systems course, Tenured Professor, given in English, 4 credits.

Since A.Y. 2007/08. Politecnico di Torino. Supervisor to 93 M.Sc. theses in Ingegneria Gestionale, Engineering and Management, and Automotive Engineering.

Since A.Y. 2010/11. ASP Alta Scuola Politecnica (a joint venture between Politecnico di Milano and Politecnico di Torino). Academic tutor in the following projects: Exp-Host coordinated by Professor Morandi (PoliMi), Digital Logistics by Professor Rafele (PoliTo), E-Scape by Professor Rolando (PoliMi), Smart-Map by Professor Contin (PoliMi).

PhD Level

A.Y. 2007/08 – A.Y. 2011/12. Politecnico di Torino, Doctoral School, PhD Program in Production Systems and Industrial Design. Complexity in Organized Systems course by prof. Carlo Rafele, Assistant Lecturer, given in English, 4 credits.

Since A.Y. 2010/11. Politecnico di Torino, Doctoral School, Faculty Member of the PhD Program in Production Systems and Industrial Design.

Since A.Y. 2012/13. Politecnico di Torino, Doctoral School, PhD Program in Production Systems and Industrial Design. System Dynamics Modeling for Management course, Tenured Professor, given in English, 3 credits.

A.Y. 2012/13. Politecnico di Torino, Doctoral School, PhD Program in Production Systems and Industrial Design. Member of the student admission and evaluation committee.

Executive Level

A.Y. 2002/03 – A.Y. 2003/04. COREP, Consorzio per la Ricerca e l'Educazione Permanente. 2nd Level Specializing Master in Facilities Management for Real Estate. Project Management course.

A.Y. 2003/04. Politecnico di Torino, Dept. Building and Territorial Systems. Executive Program for Construction Engineers. Project Management course.

A.Y. 2004/05 and A.Y. 2007/08. COREP, Corso di Alta Formazione per lo Sviluppo di Competenze Manageriali ed Imprenditoriali di Responsabili e Quadri Direttivi delle Cooperative Sociali Piemontesi. Project Management course.

A.Y. 2006/07. Politecnico di Torino, 2nd Level Specializing Master in Management of the Automotive After-Market. Logistics course.

A.Y. 2007/08. Politecnico di Torino, International 2nd Level Specializing Master in System Design Culture. Project Dynamics course, given in English.

A.Y. 2009/10. Politecnico di Torino, 2nd Level Specializing Master in Management Development in International Business. Advanced Project Management course, given in English.

A.Y. 2007/08. COREP, Corso di Specializzazione Professionale per Progettista di Sistemi Informativi. Project Management course.

Since A.Y. 2008/09. SAA Scuola di Amministrazione Aziendale of the Università degli Studi di Torino. 1st Level Specializing Master in Management del Patrimonio Immobiliare. Project and Construction Management course.

A.Y. 2007/08 – A.Y. 2008/09. Università Cattolica del Sacro Cuore, Alta Scuola Impresa e Società, Milano. International Master in New Markets and Europe. Project Management course, given in English.

Since A.Y. 2009/10. Università Cattolica del Sacro Cuore, ALTIS Alta Scuola Impresa e Società, Milan. MBA Master in Business Administration in Global Business and Sustainability, Project Management course, given in English.

A.Y. 2010/11. Free University of Bolzano-Bozen, 1st Level Specializing Master in Innovation Engineering, Project Management course.

A.Y. 2011/12. Politecnico di Torino. 1st Level Specializing Master in Product Lifecycle Management, Project Management course.

Since A.Y. 2010/11. SAFM Scuola di Alta Formazione al Management, MBA Collège des Ingénieurs Italia, Torino, Project Management course.

Since A.Y. 2012/13. Collège des Ingénieur, MBA, Paris. Advanced Project Management, given in English.

A.Y. 2012/13. Politecnico di Torino. 2nd Level Specializing Master in Industrial Automation in collaboration with Comau SpA. Procurement, Contracts, and Purchase Orders units, given in English.

Since A.Y. 2011/12. International Training Center of the U.N. International Labour Office. Master in Public Procurement for Sustainable Development. Public-Private Partnership and Project Financing course. Participants: Central Public Procurement Offices and Line Ministries from various regions of the world.

A.Y. 2012/13. International Training Center of the UN ILO. Master in PP Management for Sustainable Development in Kigali (Rwanda). Lectures in Public Private Partnership, given in English.

A.Y. 2013/14. Politecnico di Torino, 2nd Level Specializing Master in Oil Exploration&Operations, Logistics course given in English.

A.Y. 2011/12. Venice International University, Sino-Italian Advanced Training Program on Environmental Management and Sustainable Development. Lectures on Management of the Smart City.

A.Y. 2012/2013. Università degli Studi di Torino. Dipartimento di Management. Course of Project Management within the program The Challenge of Project Management in the Automotive Industry

Since 2004. Executive courses for managers in various companies and institutions, such as: G.D. Gruppo Coesia, Città di Torino, Cooperative Sociali dell'Alto Milanese, HAPA Zurich, Avio Propulsione Aerospaziale, Lottomatica SpA, Fraunhofer Italia, Astaldi, Astaldi Americas, Astaldi Turkey, Astaldi Europe, Centro Ricerche Fiat, Associazione Nazionale, Comuni Italiani.

INSTITUTIONAL ACTIVITIES

Since 2011. Member of the International Mobility Committee of Politecnico di Torino. In charge of student mobility and Double Degree program relationship for the Erasmus Program in Management Engineering. He promoted some new student mobility agreements, such as the Double Degree program signed with UPC Universidad Politècnica de Catalunya.

09/2012 – 01/2013. A3ES Agency for Assessment and Accreditation of Higher Education of Portugal. Appointment as International Member of the Committee for the assessment and accreditation of B.Sc. and M.Sc. courses in Engineering. In particular, designated international member for the assessment and accreditation of the Polytechnic Institutes of Lisboa, Viana Do Castelo, Porto, Portalegre, Coimbra, Castelo Branco, Viseu, and Guarda.

COORDINATOR OF STUDY PROGRAMS

Since 2010. Fondazione dell'Ordine degli Architetti della Provincia di Torino. Scientific Coordinator of professional education in the areas of Project Management and Project Financing.

A.Y. 2012/13. Politecnico di Torino. Director of the Executive Course "Corso di Aggiornamento Professionale per Alti Dirigenti delle Pubbliche Amministrazioni in Management delle Smart Cities", funded by INPS-exInpdap and promoted by the municipalities of Bologna, Genova, and Torino.

SCIENTIFIC CONSULTANCY AND PROFESSIONAL ACTIVITIES

04/1999 – 10/1999. ADP Aéroports de Paris, Orly Paris, France. Assistant Project Manager. Roissy Charles de Gaulle Air terminal 1 renovation project.

01/2000 – 12/2001. Consultant Engineer for IdEst S.r.l., Engineering company in Torino. He worked as a designer and construction manager in various projects to build or renovate manufacturing and power facilities.

09/2003 – 12/2004. Provincia di Torino. Consultant involved in the EU Leonardo project *Olympia* to design and develop e-learning systems and contents for planning, development, and management of sport facilities.

06/2005 – 12/2005. Provincia di Alessandria, Servizio Progetti Europei. Consultant involved in the EU Leonardo project *eNstructor* to design and implement an e-learning and digital certification platform for training, assessment, and accreditation of EU e-instructors.

12/2005 – 07/2007. FinProGest S.r.l. – ImpresaRosso Group. Consultant involved in business planning and financial engineering of BOT/ PPP projects.

03/2012 – 11/2012. INVITALIA Agenzia nazionale per l'attrazione degli investimenti e lo sviluppo d'impresa SpA. Technical and scientific support to the Direzione Generale Ricerca del Ministero dell'Istruzione, Università e Ricerca in the analysis and guidelines for negotiating with Regional Governments the appropriate policies to activate and fund new High-Technology Districts and Public-Private Research Labs in the fields of Logistics, Transport, and Sustainable Mobility.

01/2012 – 07/2012. Ministero dell'Istruzione, Università e Ricerca. Member of the National Workgroup "Smart Cities and Communities" to support the "Cabina di Regia per l'Agenda Digitale Italiana" and the formulation of proposals for the DigItalia Law Decree.

07/2013 – 12/2013. Infrastructure project finance. Project financing for a urban mobility system in Turin.

2013. INVITALIA. Appointment as an expert in Transportation and Mobility for the assistance to the Italian Regions in the design of their Smart Specialization strategies within the planning of structural EU funds, in collaboration with MIUR and MISE.

A. PUBLIC-FUNDED RESEARCH PROJECT

09/2010 – 08/2011. Participation to the EU 7FP project titled *Smart Energy Efficient Middleware for Public Spaces*, call EeB.ICT.2010.10-2: ICT for energy-efficient buildings. Partners: Politecnico di Torino (Coordinator), STMicroelectronics, CRF Centro Ricerche Fiat, Fraunhofer Institute, CNET, Leuven University, UCBL, Sinovia. Alberto De Marco was involved in the WP for cost budgeting and monitoring in integration with technology and sensor systems for energy monitoring and maintenance.

04/2012 – Present. Participation to the Regione Piemonte F.E.S.R. 2007/2013 project titled *Platform for Hybrid Electric Vehicles and Eco-sustainable Distribution Networks*. Partners: IVECO(Coordinator), CRF Centro Ricerche Fiat, Politecnico di Torino, ISMB. This project aims to design, develop, and test components and architectures for new commercial light vehicles with reduced environmental impact and to propose appropriate models and support services integrated in digital platforms.

REVIEWER

Since 03/2009. Journal of Construction Engineering & Management, ASCE. Reviewer

Since 02/2010. Construction Management & Economics, Routledge Taylor&Francis. Reviewer

Since 08/2010. Facilities, Emerald. Reviewer

Since 11/2011. Journal of Management in Engineering, ASCE. Reviewer

Since 02/2012. Journal of Production Economics, Elsevier. Reviewer

VISITING PROFESSORSHIPS

06/2005 – 06/2006. Teaching appointment as a Visiting Lecturer at the Massachusetts Institute of Technology - Civil and Environmental Engineering Dept. part of the Engineering Systems Division. In charge of the Project Management course (Course 1.040 / 1.401J / ESD.018J), 150 hours of in-class lectures. He was also involved in the Research Center for Technology and Development directed by Professor F. Moavenzadeh and collaborated with the Center for Transportation and Logistics directed by Professor Y. Sheffi.

04/2010 – 06/2010. Teaching appointment at the Sino-Italian Campus at the Tongji University, Shanghai (China), Fundamentals of Industrial Plants and Economics for Engineering undergraduate courses, B.Sc. Degree in Mechanical and Production Engineering, 100 hours of in-class teaching.

04/2011 – 06/2011. Teaching appointment at the Sino-Italian Campus at the Tongji University, Shanghai (China), Fundamentals of Industrial Plants and Economics for Engineering undergraduate courses, B.Sc. Degree in Mechanical and Production Engineering, 100 hours of in-class teaching.

04/2013 – 06/2013. Teaching appointment at the Polytechnic University in Tashkent (Uzbekistan). Project management course.

AFFILIATIONS

Since 2011. Member of the System Dynamics Society.

Since 2011. Member of the Project Management Institute.

08/2013 – 02/2014. Invitation to visit the Management Group at the University of Tokyo (Japan) for joint research and seminar teaching.

TECHNOLOGY TRANSFER

2001 – 2004. Founder and Chief Operations Officer of Concreto S.r.l., start-up company to develop and sell collaborative IT platforms and workflow management systems for managing projects in the plant engineering and contracting sector. The European Patent n. EP20010830687 "*Process and system for automatically managing procedures, activities and workflows in the construction industry*" was invented, registered, and applied to develop a platform aimed at assisting project management and construction direction processes. The solution was sold to various clients. In 2004 the property rights of the IT patented solutions were acquired by a leading service providing company.

PROJECT REVIEWER

06/2011. Regione Piemonte / Finpiemonte SpA. Appointment as technical reviewer of R&D projects, proposed by transnational aggregations of companies in the "Electromobility+" action (Era Net programme) promoted by the European Commission as part of the 7FP.

04/2012 – 09/2012. Ministero dell'Istruzione, Università e Ricerca, Direzione Generale per il Coordinamento e lo Sviluppo della Ricerca. Appointment as expert reviewer to evaluate project ideas and executive projects proposed in response to the call "MIUR Decreto Direttoriale 84/Ric. del 2 marzo 2012 nell'ambito dell'Asse II e III del PON R&C "Smart Cities and Communities and Social Innovation – Regioni della convergenza", in the field of Smart Mobility.

05/2012. Free University of Bolzano-Bozen. Appointment as an expert reviewer to evaluate projects funded by the University itself.

09/2012 – 06/2013. A3ES Agency for Assessment and Accreditation of Higher Education of Portugal. International member.

2013-2014. Ministero dell'Istruzione, Università e Ricerca, Direzione Generale per il Coordinamento e lo Sviluppo della Ricerca. Progress monitoring of Social Innovation projects within the Decreto Direttoriale 84/Ric. del 2 marzo 2012.

PUBLICATIONS

De Marco A., Narbaev T. Earned Value-Based Performance Monitoring of Facility Construction Projects. In: JOURNAL OF FACILITIES MANAGEMENT, vol. 11 n. 1. - ISSN 1472-5967

De Marco A., Mangano G. (in press). Risk and Value in Privately Financed Healthcare Projects. In: JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT - ISSN 0733-9364

Cagliano A.C., De Marco A., Rafele C. (in press). The impact of near sourcing on global dynamic supply chains. A case study. In: Dynamics in Logistics. Third International Conference LDIC 2012, Bremen, Germany, February 27-March 1 2012. Proceedings. Springer.

Narbaev T., De Marco A. (2012). Combination of a Nonlinear Regression Model and Earned Schedule to Forecast a Project Final Cost. In: The 4th European Conference on Integrated Projects Controls, Twente (The Netherlands), 28-29 November 2012. pp. 22-25

Barlish K.C., De Marco A., Mangano G. (2012). Current Italian Trends and Analysis for Innovations in Contracting. In: Cobra 2012 Conference, Las Vegas, Nevada, USA, September 11-13, 2012. pp. 328-336

- Barlish K.C., Sullivan K.T., De Marco A. (2012) . Education and Simulation of Best Value in an International Academic Setting: A Case Study. In: JOURNAL FOR THE ADVANCEMENT OF PERFORMANCE INFORMATION AND VALUE , vol. 4 n. 1, pp. 44-62. - ISSN 1941-191X
- De Marco A., Mangano G., Zou X.-Y. (2012). Factors Influencing the Equity Share of Build-Operate-Transfer Projects. In: BUILT ENVIRONMENT PROJECT AND ASSET MANAGEMENT vol. 2 n. 1, pp. 70-85. - ISSN 2044-124X
- Barlish K.C., De Marco A. (2012) . A Feasibility Study of Best Value in Italy. In: Cobra 2012 Conference, Las Vegas, Nevada, USA, September 11-13, 2012. pp. 527-534
- De Marco A., Cagliano A.C., Rafele C. (2012) . Forecasting the Diffusion of a Mobile Service for Freight Distribution. In: 2012 System Dynamics Conference, St. Gallen (Switzerland), July 22-26, 2012. p. 35
- Alberto De Marco, Muhammad Jamaluddin Thaheem, Sabrina Grimaldi, Carlo Rafele (2012) . A Framework Methodology for Selection of Risk Analysis Techniques in Construction Projects. In: Creative Construction Conference 2012, Budapest, Hungary, 30 June – 3 July, 2012. pp. 142-151
- Cagliano A.C., De Marco A., Grimaldi S., Mangano G., Carlin A. (2012) . Project Finance in Italian Hospital Projects. In: XVII Summer School "Francesco Turco" Industrial Mechanical Plants - SSD ING-IND/17, Venice (Italy), 12-14 September 2012.
- De Marco A., Mangano G., Cagliano A., Grimaldi S. (2012) . Public Financing into Build-Operate-Transfer Hospital Projects in Italy. In: JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT vol. 138 n. 11, pp. 1294-1302. - ISSN 0733-9364
- De Marco A., Mangano G. (2012) . A Review of the Role of Maintenance and Facility Management in Logistics. In: The 2012 International Conference of Manufacturing Engineering and Engineering Management, London (UK), 4-6 July 2012. pp. 1580-1585
- De Marco A., Cagliano A.C., Nervo M.L., Rafele C. (2012) . Using System Dynamics to Assess the Impact of RFID Technology on Retail Operations. In: INTERNATIONAL JOURNAL OF PRODUCTION ECONOMICS vol. 135 n. 1, pp. 333-344. - ISSN 0925-5273
- Cagliano A.C., De Marco A., Rafele C., Arese M. (2012) . A decision-making approach for investigating the potential effects of near sourcing on supply chain. In: STRATEGIC OUTSOURCING , vol. 5 n. 2, pp. 100-120. - ISSN 1753-8297
- Cagliano A.C., De Marco A., Grimaldi S., Rafele C. (2012) . An integrated approach to supply chain risk analysis. In: JOURNAL OF RISK RESEARCH, vol. 15 n. 7, pp. 817-840. - ISSN 1366-9877
- Thaheem M.J., De Marco A., Barlish K. (2012) . A review of quantitative analysis techniques for construction project risk management. In: Creative Construction Conference 2012, Budapest, Hungary, 30 June – 3 July, 2012. pp. 656-666
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