

MASSIMO FRANCHI

Senior Research Fellow & Adjunct Professor of Business Administration

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Research Focus: corporate social responsibility and corporate governance; geoeconomics, hybrid warfare and economic security.

Selected Recent Publications

- Franchi, M. (2026). **Beyond Reputation: A Function for CSR in the Age of Systemic Crises. Evidence from the Italian Business Landscape.** Corporate Social Responsibility and Environmental Management, Wiley (ANVUR Fascia A). Advance online publication. <https://doi.org/10.1002/csr.70943>
- Franchi, M. (2026). **Le Società Benefit tra CSR e obblighi internazionali di due diligence sui diritti umani: dall'ordinamento italiano alla Direttiva (UE) 2024/1760.** Corporate Governance, Giappichelli, 2026(1), 155–170 (ANVUR Fascia A).

I. ACADEMIC APPOINTMENTS

2026–2027 Adjunct Professor (renewed appointment) of Business Administration (SECS-P/07), Bachelor's Degree in Legal Services Sciences, Department of Law, University of Modena and Reggio Emilia (42 hours, 6 CFU).

2022–present Senior Research Fellow, Department of Law, University of Modena and Reggio Emilia.

II. OTHER CURRENT TEACHING APPOINTMENTS

2026–2027 Lecturer in Economic Intelligence, First- and Second-Level Master's Programme in Intelligence and Emerging Technologies, Centre for Higher Defence Studies (CASD) and University of Udine.

2022–present Lecturer, First-Level Master's Programme “Organizational Functions in Civil Protection, Security and Civil Defence,” Università Cattolica del Sacro Cuore, Milan.

2022–present Lecturer, UNESCO Chair in Economic Systems and Human Rights, National University of La Plata, Argentina; since 2023, Member of the Jury, Best Paper Award for CFBA-2024, IIMT (India), for a Computational Financial Model for Ethical Finance.

III. FORMER APPOINTMENTS

2025–2026 Adjunct Professor, appointed by public competitive selection, of Business Administration (SECS-P/07), Bachelor's Degree in Legal Sciences for Business and Public Administration (Modules I–II), Department of Law, University of Modena and Reggio Emilia (42 hours, 6 CFU).

2022–2023 Adjunct Professor and member of the Technical Committee, First-Level Master's Programme in Transport Security, Safety and Cyber Protection, Civitavecchia University Campus, University of Tuscia.

2021–2022 Senior Research Fellow, CIDEA Centre (Interdepartmental Centre for Energy and the Environment), University of Parma.

2021–2025 Member of the Laboratory of Market Law and New Technologies (DiMeTech), Department of Economics and Management, University of Parma.

2020–2021 Research Fellow, CIPACK Centre (Interdepartmental Centre for Packaging), University of Parma.

2019–2025 Lecturer in Project Management and Business Organization, ITS Academy Tech&Food, Emilia-Romagna Regional Polytechnic Network.

2019–2022 Adjunct Professor and member of the examination board, Second-Level Master's Programme in Intelligence, Department of Cultures, Education and Society, University of Calabria; member of the Technical-Operational Committee of the University's Intelligence Lab since July 2018.

2018–2019 Adjunct Professor, supplementary course “Political Risk” (Economics of Financial Intermediaries, SECS-P/11), Master's Degree in Finance and Risk Management (FRIM), Department of Economics, University of Parma.

2017–2018 Adjunct Professor, supplementary course “Political Risk” (Economics of Financial Intermediaries, SECS-P/11), Master's Degree in Finance and Risk Management (FRIM), Department of Economics, University of Parma.

2017–2018 Adjunct Professor, Advanced Course “Trainers and Human Resources Managers in the Security, Protection and Civil Defence System,” LIUC Carlo Cattaneo University, Castellanza.

IV. MILITARY SERVICE

- Fixed-Term Commissioned Officer, Italian Army, deployed to the Tuscany Carabinieri Regional Command; subsequently transferred to the Italian Army Reserve.

V. EDUCATION AND TRAINING

Degrees

- Degree in Political Science for Business, Markets and Institutions, University of Parma.
- Master's Degree in Political Science, awarded *cum laude* (110/110 e lode), Università degli Studi Guglielmo Marconi.
- Master's Degree (Pontifical Licentiate) in Social Sciences – Economics and Management, Pontifical University of St Thomas Aquinas (Angelicum), awarded *magna cum laude*, Rome.

Postgraduate Master's Programmes

- First-Level Master's in Political Governance, University of Pisa.
- Second-Level Master's (Executive MBA), Guglielmo Marconi University.

Doctorate

- Doctorate in Social Sciences (3rd cycle), Pontifical University of St Thomas Aquinas (Angelicum), Rome, awarded *summa cum laude*. Thesis: “Corporate Social Responsibility: The ‘A Blueprint for Better Business’ Method and Its Introduction in Some Italian Enterprises,” supervised by Prof. Helen Alford.

University Specialization Courses

- 2016–2017: Advanced Course in ICT Governance, University of Parma.
- 38th COCIM Course (Civil-Military Cooperation), Centre for Higher Defence Studies (CASD), ISSMI Department of Humanitarian Law and Military Operations, in partnership with the Department of Industrial Engineering, University of Rome Tor Vergata.
- HEAT (Hostile Environment Awareness Training) Higher Education Course, Sant'Anna School of Advanced Studies, Pisa.

University Training Courses

- 2026: Training course, “Research Projects and European Funding Programmes: Reporting Rules and Audit Response,” University of Modena and Reggio Emilia.

VI. EDITORIAL AND SCIENTIFIC JOURNAL APPOINTMENTS

- Contributor, Rivista Marittima, official scientific publication of the Italian Navy.
- Editorial Board Member, International Journal of Artificial Intelligence Governance and Human Rights (IJAIGHR).
- Contributor, Strategic Leadership Journal, scientific journal of the Centre for Higher Defence Studies (CASD).
- Editorial Board Member, Dictionary of Geopolitics, Centre for Higher Defence Studies (CASD).
- Editorial Board Member, “Speculator” series, Centre for Higher Defence Studies (CASD).

VII. PROFESSIONAL AND SCIENTIFIC AFFILIATIONS

- Member, SIOI (Società Italiana per l'Organizzazione Internazionale).
- Associate Member, ESIL (European Society of International Law).
- Ordinary Member and Secretary, Emilia-Romagna Section, SOCINT, University of Calabria.
- Member, SIMA (Società Italiana di Management).
- Member, AIDEA (Accademia Italiana di Economia Aziendale).
- Associate, Centro Studi Esercito (Italian Army Studies Centre).

VIII. INVITED LECTURES, CONFERENCES AND SEMINARS

- 2019: Lecturer and speaker, regular-role courses for second- and third-year cadets, 116th Course “Dobrej IV” and 117th Course “Ala IV,” Guardia di Finanza Military Academy, Bergamo.
- 13 December 2022: Speaker, 26th Human Rights Meeting, Florence, organized by the Tuscany Region, Giovani Sì and Fondazione Sistema Toscana.
- 2023: Speaker, “The Geoeconomics of the Balkans,” Vittorio Veneto Division Command, Italian Army, Florence, seminar “Fragilities in the Balkans,” organized in partnership with the Sant'Anna School of Advanced Studies (Pisa), the University for Foreigners of Perugia, and the University of Naples “L'Orientale.”
- 2023: Co-organizer and speaker, Geopolitics Masterclass “Geopolitical Risks in Europe,” Department of Economics and Management, University of Parma, with the participation of the Italian Navy.
- 2024: Lecturer, UNESCO Chair in Economic Systems and Human Rights, IIMT Bhubaneswar (India), Interscience Institute of Management & Technology.
- 16–18 October 2025: Speaker, “Corporate Social Responsibility and Socio-Environmental Rights,” Biennial International Conference “Towards the Foundation of a Universal Economy Based on Human Rights – Assisi World Conference 2025,” organized by the UNESCO Chair, Universidad Nacional de La Plata, Assisi.
- 18 December 2025: Speaker, “If You Want Peace, Prepare for Peace: The Age of Hybrid Warfare,” 29th Human Rights Meeting, Florence, organized by the Tuscany Region, Giovani Sì and Fondazione Sistema Toscana.
- 30 January 2026: Speaker, “Economic Diplomacy for Sustainable Development and Global Influence,” 10th Congress “Security, Legality, Development: Italy in a Changing World,” organized by the Ausonia Institute, Circolo Magistrati della Corte dei Conti, Rome.
- 17 March 2026: Co-organizer, with Professors Gestri and Fregni, and moderator, seminar “Le grandi imprese italiane di fronte alle sfide della sostenibilità e alle guerre commerciali,” Department of Law, University of Modena and Reggio Emilia, in partnership with the Centre for Documentation and Research on the European Union and the Europe Direct Centre of Modena.
- 5 May 2026: Co-organizer, with Professor Gestri, and speaker, seminar “How Close is Montenegro to the EU? Challenges and Opportunities Ahead,” with the participation of the Atlantic Council Montenegro, in partnership with the Centre for Documentation and Research on the European Union and the Europe Direct Centre of Modena.

IX. PUBLICATIONS

Peer-Reviewed Publications in Fascia A Journals

- Franchi, M. (2026). **Le Società Benefit tra CSR e obblighi internazionali di due diligence sui diritti umani: dall'ordinamento italiano alla Direttiva (UE) 2024/1760.** Corporate Governance, Giappichelli, 2026(1), 155–170 (ANVUR Fascia A, Area 12).
- Franchi, M. (2026). **Beyond Reputation: A Function for CSR in the Age of Systemic Crises. Evidence from the Italian Business Landscape.** Corporate Social Responsibility and Environmental Management, Wiley (ANVUR Fascia A, Area 13). Advance online publication. <https://doi.org/10.1002/csr.70943>

Books and Monographs

- **Corporate Social Responsibility. Il metodo “A Blueprint for Better Business” in confronto a un'analisi della responsabilità sociale d'impresa in Italia,** preface by Helen Alford, 2025, Collana

Università, Tab Edizioni, Rome. Scientific monograph; adopted as a course text in Business Administration, University of Modena and Reggio Emilia (2024/25–2025/26).

- **La difesa della competitività: investimenti diretti esteri e intelligence economica**, by Massimo Franchi, Massimo Regalli and Giulio Tagliavini, SOCINT Research Series, University of Calabria, Cubo, Arcavacata di Rende (CS), October 2020.
- **Riflessioni sul Management Responsabile**, by Massimo Franchi, preface by Giulio Tagliavini, with the collaboration of Barbara Rainieri, June 2019, Licosia Edizioni.
- **Guerra Economica. Modelli decisionali e intelligence economico finanziaria**, by Massimo Franchi (pp. 21–193, 257–260) and Alberto Caruso de Carolis, preface by Cosimo Maria Ferri, introduction by Giuseppe Gagliano, 2017, Licosia Edizioni.

Book Chapters

- Franchi, M. (in press). **Corporate Social Responsibility and Socio-Environmental Rights: An Italian and European Perspective**. In F. Vigliarolo (Ed.), *Corporate Social Responsibility and Socio-Environmental Rights*. Palgrave Macmillan.
- Franchi, M., **Geopolitics of Circular Economy**. In *Circular Economy and Sustainable Value Creation through Eco-Innovation*, Springer Nature, June 2025.
- Franchi, M., **A Critical Reflection on Corporate Social Responsibility: Between Communitarian Ethics and Business Purpose**. In F. Vigliarolo (Ed.), *Economic Systems and Human Rights: Using Socioeconomic Models and Practices to Promote Global Economic Socialization*, Palgrave Macmillan, February 2025.
- **Guerra economica, cognitiva, dell'informazione. Lo stato dell'arte**, by Giuseppe Gagliano, Goware Editore, 2019, includes a contribution by Massimo Franchi with the chapters **Geoeconomia e Guerra Economica** and **Intelligence Economica e Guerra Economica**.

Scientific Publications in the Defense Sector

1. Franchi, M., **Guerra Ibrida, Diritto e Mercati**, approved and forthcoming, *Rivista Marittima*, Italian Navy.
2. Franchi, M., **La Geopolitica delle Multinazionali**, *SLJ Strategic Leadership Journal* (Centre for Higher Defence Studies), Vol. IV, 2024, Rome.
3. Franchi, M., **La Geoeconomia dei Balcani**, November–December 2023, *Rivista Marittima*, Italian Navy.
4. Franchi, M., **Sicurezza nell'Indo-Pacifico ed Equilibri Economici Globali**, May 2023, *Rivista Marittima*, Italian Navy.
5. Franchi, M., **Il Mar Baltico tra Sfide Economiche e Sovranità**, February 2023, *Rivista Marittima*, Italian Navy.
6. Franchi, M., **La Geoeconomia del Mar Nero**, November 2022, *Rivista Marittima*, Italian Navy.
7. Franchi, M., **Guerra ibrida, marittimità e geopolitica**, January 2022, *Rivista Marittima*, Italian Navy.
8. Franchi, M., **Potere marittimo è economia**, December 2020, *Rivista Marittima*, Italian Navy.
9. Franchi, M., **Intelligence Economica e sicurezza nazionale**, June 2020, *Rivista Marittima*, Italian Navy.
10. Franchi, M., **Guerra economica e diplomazia**, March 2020, *Rivista Marittima*, Italian Navy.
11. Franchi, M., **Rischio Cyber tra pericoli e nuovi assetti**, November 2019, *Rivista Marittima*, Italian Navy.
12. Franchi, M., **Cybersecurity: dinamica degli attacchi nel settore marittimo**, January 2019, *Rivista Marittima*, Italian Navy.
13. Franchi, M., **Cyber Defence e Cyber Security nel settore Marittimo**, November 2017, *Rivista Marittima*, Italian Navy.
14. Franchi, M., **Soft Power tra comunicazione e sicurezza nazionale**, May 2017, *Rivista Marittima*, Italian Navy.
15. Franchi, M., **La minaccia terroristica (with G. Tirozzi)**, February 2017, *Rivista Marittima*, Italian Navy.
16. Franchi, M., **Technological Innovation and National Security**, December 2016, *Everywhere Rapidly*, journal of NRDC-ITA, NATO Rapid Deployable Corps.
17. Franchi, M., **Innovazione tecnologica e Sicurezza Nazionale**, October 2016, *Rivista Marittima*, Italian Navy.
18. Franchi, M., **La minaccia dei nuovi totalitarismi**, June 2016, *Rivista Marittima*, Italian Navy.

19. Franchi, M., **Il futuro della Libia tra piattaforme negoziali ed equilibri (with A. Mantovi)**, March 2016, Rivista Marittima, Italian Navy.
20. Franchi, M., **I porti italiani: Asset strategico del sistema paese**, October 2015, Rivista Marittima, Italian Navy.
21. Franchi, M., **Il futuro della Libia tra dilemmi ed equilibri (with A. Mantovi)**, June 2015, Rivista Marittima, Italian Navy.
22. Franchi, M., **Guerra e Commercio**, January 2015, Rivista Marittima, Italian Navy.

All publications are held at the Italian Navy's Rivista Marittima offices and in the library catalogue of the Centre for Higher Defence Studies (CASD), Ministry of Defence.

Scientific Publications

1. Franchi, M., **New Diplomacy, International Law and Trade**, International Journal of Diplomacy and Economy, Inderscience. DOI: 10.1504/IJDIPE.2026.10080383.
2. Franchi, M., **Artificial Intelligence, International Relations and European Law**, International Journal of Artificial Intelligence Governance and Human Rights, Inderscience. DOI: 10.1504/IJAIGHR.2025.10074192.
3. Franchi, M., **Società Benefit e Responsabilità Sociale d'Impresa**, June 2024, Oikonomia, Journal of Ethics and Social Sciences, Faculty of Social Sciences (FASS), Pontifical University of St Thomas Aquinas, Rome (PUST), ISSN 1720-1691.
4. Franchi, M., **Scopo dell'impresa ed etica manageriale**, October 2022, Oikonomia, Journal of Ethics and Social Sciences, FASS, PUST, ISSN 1720-1691.
5. Franchi, M., **La responsabilità sociale d'impresa tra moda ed etica**, June 2022, Oikonomia, Journal of Ethics and Social Sciences, FASS, PUST, ISSN 1720-1691.

Book Prefaces

- Franchi, M., preface to Giuseppe Gagliano, **La Geoeconomia**, Fuoco Edizioni, Rome, 2014.
- Franchi, M., preface to Giuseppe Gagliano, **Guerra Economica e Intelligence**, Fuoco Edizioni, Rome, 2013.

Other Publications

National Defense and Security

- Franchi, M., Dossier Difesa, Investimenti industriali ad alto ritorno economico: la nuova flotta navale (with A. Caruso De Carolis), Year 7, No. 1, February 2016, Parma, ISSN 2281-860X.
- Franchi, M., Dossier Difesa, Intervista al Direttore di Rivista Marittima, Capitano di Vascello Stefano Romano, Year 7, No. 1, February 2016, ISSN 2281-860X.
- Franchi, M., Dossier Defence of Small and Medium Companies, L'Intelligence Economica ed il modello Defence of Small and Medium Companies: il valore dell'impresa, Year 6, No. 1, February 2015, ISSN 2281-860X.
- Franchi, M., L'Intelligence Economica ed il modello Defence of Small and Medium Companies, Year 5, No. 3, October 2014, Parma, ISSN 2281-860X.
- Franchi, M., Nuove Minacce per le Imprese Italiane, Year 5, No. 3, October 2014, Parma, ISSN 2281-860X.
- Franchi, M., Intervista a Christian Harbulot, Year 5, No. 2, June 2014, Parma, ISSN 2281-860X.
- Franchi, M., Imprese e Golden Power, Year 5, No. 2, June 2014, Parma, ISSN 2281-860X.
- Franchi, M., Intelligence Economica – Amministrativa, Year 5, No. 1, February 2014, Parma, ISSN 2281-860X.
- Franchi, M., Contraffazione del made in Italy, Year 4, No. 3, October 2013, Parma, ISSN 2281-860X.
- Franchi, M., L'intelligence economica a supporto della governance italiana, CESTUDEC, 19 March 2013.
- Franchi, M., Intelligence economica e il modello Defence of Small and Medium Companies: Fonti Aperte e Big Data, CESTUDEC, 5 December 2012.
- Franchi, M., La guerra economica del quotidiano (Editorial), Year 3, No. 3:1-1, Parma, ISSN 2281-860X.
- Franchi, M., L'Intelligence economica ed il modello Defence of Small and medium Companies, Year 3, No. 3:18-24, Parma, ISSN 2281-860X.

- Franchi, M., WTO e competizione tra gli Stati, Year 3, No. 2:8-12, Parma, ISSN 2281-860X.
- Franchi, M., Intelligence Economica, CESTUDEC, 21 May 2012.
- Franchi, M., Globalizzazione e sicurezza economica, Year 2, No. 2:1-1, Parma, 2011.
- Franchi, M., Cyber Security ed Intelligence Economica, Year 6, No. 2, June 2015, ISSN 2281-860X.
- Franchi, M., Le Cyber War, Year 5, No. 3, October 2014, ISSN 2281-860X.

Strategy and General Management

- Franchi, M., Imprese e sostenibilità, Year 6, No. 3, October 2015, ISSN 2281-860X.
- Franchi, M., NIBR e le nuove frontiere, Year 5, No. 1:14-18, February 2014, Parma, ISSN 2281-860X.
- Franchi, M., L'uscita dai grandi (Editorial), Year 5, No. 1, February 2014, Parma, ISSN 2281-860X.
- Franchi, M., Alla ricerca di nuove fonti di finanziamento, Year 4, No. 2, June 2013, Parma, ISSN 2281-860X.
- Franchi, M., Horizon 2020: il futuro delle imprese europee tra innovazione, ricerca e Corte Unitaria dei Brevetti, Year 4, No. 2, June 2013, Parma, ISSN 2281-860X.
- Franchi, M., Editoria e tecnologia, Year 4, No. 1:1-1, Parma, ISSN 2281-860X.
- Franchi, M., Aria di crisi permanente: quali opportunità (Editorial), Year 3, No. 2:1-1, Parma, ISSN 2281-860X.
- Franchi, M., Alla ricerca di un ruolo, Year 2, No. 1:1-1, Parma, 2011.
- Franchi, M., Una nuova governance per affrontare la complessità, Year 2, No. 3:1-1, Parma, 2011.
- Franchi, M., Il Mercato: il grande sconosciuto, Year 1, No. 1:6-7, Parma, 2010.
- Franchi, M., La nascita della rivista, Year 1, No. 1:1-1, Parma, 2010.
- Franchi, M., Il nuovo centro ricerche Chiesi a Parma: Andrea Chiesi, Emilio Faroldi Associati, Year 2, No. 3:14-18, Parma, 2011.

21/9/2026, Massimo Franchi