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Ca' Foscari CLab GeoRisk – Risks and Opportunities for Business Internationalisation in ASEAN Markets (blended)

Duration and dates: 8 weeks (11 March–31 May 2026)

Workload: 150 hours – 6 ECTS credits

Objective: The lab examines the growing impact of geopolitics on business internationalisation strategies. Using specialised business assessment and market analysis tools, students work with companies on practical case studies. This rigorous training prepares students for the UNI 11823 EXIM Junior certification process. The lab focuses on ASEAN markets, exploring consolidation and diversification strategies to optimise the internationalisation of Italian companies.

In collaboration with: Treviso-Belluno Chamber of Commerce | Dolomites, Seles, SACE, Ciset, T2i, IBC, CMZ Sistemi Elettronici, Galdi and Martini Occhiali.

Award-winning team and project: “The Last Chip” for CMZ Sistemi Elettronici. The project involved developing an export plan for the Vietnamese market by establishing commercial relationships with distributors. During the programme, the team successfully initiated direct business contacts and took part in a business meeting with a potential partner in the motion-control sensor sector.

Ca' Foscari CLab AI – New Digital Technologies for Business Internationalisation (blended)

Duration and dates: 8 weeks (13 March–29 May 2025)

Workload: 150 hours – 6 ECTS credits

Objective: The CLab AI Treviso 25 edition focused on applying artificial intelligence as a strategic tool to support companies expanding into international markets. Particular emphasis was placed on practical AI applications to support export managers. Topics included the use of chatbots and virtual assistants to facilitate entry into new markets; the development of highly personalised virtual stores for customised products; and the adoption of predictive maintenance systems for the sale of complex machinery, combined with remote training services.

The participating companies were selected based on their ability to set specific challenges for the lab's students, with the aim of developing innovative AI-based services to support business growth in international markets. Participants had the opportunity to work directly with companies interested in implementing advanced international trade solutions, developing practical ideas and strategies to address the complexities of internationalisation.

In collaboration with: Treviso-Belluno Chamber of Commerce | Dolomites, Seles, SACE, Ciset, T2i, IBC, Diemme Caffè, Garda Hotels Italia, Zilio Industries, Aton, Jampaa and Digital Automations.

Award-winning team and project: *Purple Horizons*. The winning project proposed expanding the Diemme Caffè brand into Saudi Arabia and the United Arab Emirates through a new café model combining Italian tradition, technological innovation and retail media. Its aim was to create modern, welcoming spaces offering personalised experiences through AI, apps and interactive tablets used for customer profiling and loyalty-building.

Jeddah was selected as the strategic starting point, with new cafés planned for shopping centres and the international airport. The concept combines a food and drink offering adapted to the local culture with a design that balances Italian identity and respect for the Saudi context, with the aim of establishing Diemme as a symbol of Italian coffee in the Arab world.

Ca' Foscari CLab – ESG and Sustainability from a Business Internationalisation Perspective (blended)

Duration and dates: 8 weeks (14 March–15 May 2024)

Workload: 150 hours – 6 ECTS credits

Objective: The lab provided participants with specialist knowledge and tools for business assessment and market analysis, enabling them to develop an internationalisation project and work directly with companies. The specific theme of the lab, *CLab – InterESG*, was framed within the European Green Deal (2019) and the United Nations 2030 Agenda. These initiatives underpin the European Union's major transition towards sustainability, which draws on the exceptional investment required for post-pandemic recovery. This transition encompasses several dimensions, with the environmental pillar of sustainability playing a central role in economic activity.

The lab offered an effective learning experience and provided participants with specialist training recognised by Italy Bureau of Certification S.r.l., preparing them for the UNI 11823 EXIM Junior certification process.



In collaboration with: SELES–Everap SpA, Treviso-Belluno Chamber of Commerce | Dolomites, Assindustria Veneto Centro, Venice Promex, T2i and SACE.

Award-winning team and project: Exotic Team – “*Thema Optical*”. The export project for Thema Optical aimed to support the company’s expansion into Nordic markets through a detailed, data-driven assessment of opportunities, underpinned by in-depth research. It included an analysis of competitors, demand and market dynamics in the target countries.

The project proposed a market-entry strategy covering the identification of the ideal partner, the selection of products for export, pricing and the choice of distribution and logistics channels. A crucial added-value element was the emphasis on product sustainability, reflecting the high level of environmental awareness among Nordic consumers.

Active Learning Lab – Export Manager (ALL Export Manager), 5th edition – “Market Diversification and Customer Acquisition” (blended)

Duration and dates: 8 weeks (15 March–17 May 2023)

Workload: 150 hours – 6 ECTS credits

Objective: The lab aimed to rethink the internationalisation processes of Italian companies from the perspective of mutual development, focusing on the theme of “*Market Diversification and Customer Acquisition*”. By tackling real-world challenges and engaging and collaborating with industry experts, participants acquired the tools and skills required to work as export managers.

In collaboration with: SELES–Everap S.p.A., Treviso-Belluno Chamber of Commerce, Astoria Wines, D’Orica Srl and Manifattura Valcismon S.p.A.

Award-winning team and project: *Vinicalle*. The project aimed to develop a market-entry plan for Mexico’s wine sector to support the export of Astoria Wines products. It centred on a marketing-mix strategy and the development of strategic partnerships to promote the Veneto region.

The team succeeded in establishing direct contact between the company and an importer and distributor of Italian wines in Mexico, with the hope that this would soon lead to a commercial partnership.

Active Learning Lab – Export Manager (ALL Export Manager) – 1° edizione (in presenza)

Durata e periodo: 6 settimane (13 febbraio – 22 marzo 2019)

Impegno: 150 ore di lavoro – 6 CFU

Obiettivo: Sviluppo di un project work che aveva l'obiettivo di redigere un piano di internazionalizzazione di un'azienda che si occupa di un prodotto di lusso come le 'docce nautiche' per Yacht e piscine.

In collaborazione con: SELES - Everap S.p.A, Veneto Sviluppo SpA, Maikii Italia

Gruppo e progetto premiato: Gruppo “Gan Bei”

Il progetto vincitore è stato quello ideato dal team Gan Bei per la chiarezza espositiva che ha evidenziato la lucidità d'analisi, la metodicità e il raggiungimento degli obiettivi formativi mediante l'applicazione degli strumenti proposti dai docenti durante il percorso laboratoriale fra i quali l'analisi comparativa dei mercati e dei competitor, la redazione di una Unique Selling Proposition, la costruzione di un Data base di potenziali clienti in ottica CRM. Inoltre il team Gan Bei si è distinto per la capacità di proporre una strategia di comunicazione efficace per raggiungere il cliente target e per l'attenzione agli obiettivi di sostenibilità previsti dall'Agenda ONU2030.

Per i vincitori e le vincitrici sono stati attivati 3 stage.

Active Learning Lab – Export Manager (ALL Export Manager), 4th edition (blended)

Duration and dates: 6 weeks (28 March–6 May 2022)

Workload: 150 hours – 6 ECTS credits

Objective: The lab aimed to rethink the internationalisation processes of Italian companies from the perspective of mutual development, focusing on the different markets across Africa. By tackling real-world challenges and engaging and collaborating with industry experts, participants acquired the tools and skills required to work as export managers.

In collaboration with: SELES–Everap S.p.A., Treviso-Belluno Chamber of Commerce, MASPE, Safari Crew Tanzania, Maschio Gaspardo, Ciset, Assindustria Veneto Centro, Assafrica & Mediterraneo, Veneto Sviluppo SpA, SACE, ETC Group and Infinite Area s.r.l.



Active Learning Lab – Export Manager (ALL Export Manager), 3rd edition (blended)

Duration and dates: 6 weeks (15 February–15 April 2021)

Workload: 150 hours – 6 ECTS credits

Objective: The lab explored how local companies use, or could use, new digital technologies in their internationalisation activities. Particular attention was devoted to technologies such as additive manufacturing, integrated robotics, virtual reality (VR), augmented reality (AR), the Internet of Things (IoT) and blockchain.

In collaboration with: SELES–Everap S.p.A., Ferrolì SpA, Hotel Terme Formentin, Nardini SpA, Cisco Italia, Stevanato Group, Mediolanum Group, Ciset, T2i, Confartigianato Imprese Marca Trevigiana, InfiniteArea and Treviso-Belluno Chamber of Commerce | Dolomites.

Award-winning team and project: *Niche*. The team developed a market-entry plan for Hotel Terme Formentin in Germany, centred on a targeted digital marketing strategy and the development of strategic partnerships to promote Abano Terme, the spa town where the hotel is located.

Active Learning Lab – Export Manager (ALL Export Manager), 2nd edition (in person)

Duration and dates: 6 weeks (12 February–30 March 2020, with the final event held on 28 April 2020)

Workload: 150 hours – 6 ECTS credits

Objective: Participants acquired theoretical knowledge and technical tools for developing business internationalisation strategies, beginning with the role of the export manager. This edition looked eastwards, focusing on Asian markets and, in particular, Russia, Japan and China.

In collaboration with: SELES–Everap S.p.A., Bevande Futuriste S.r.l., Tessiture La Colombina–Eredi Colombo S.r.l. and BHR Hotel.

Award-winning teams and projects: *Chill&Export*, with “*Beautiful Outside, Good and Organic Inside: The Italian Art of Healthy Drinking Away from Home*”; and *Mitex*, with “*Niki Colombo – Fashion Accessories*”.

“*Beautiful Outside, Good and Organic Inside: The Italian Art of Healthy Drinking Away from Home*” emphasised the concepts of beauty and wellbeing, together with the value of products made in Italy. Through this unique selling proposition, the team identified luxury hotels as the main customers, using a differentiated targeting process and a single strategy designed to reach two distinct market segments.

Japan has two main types of tourism: international cultural tourism, concentrated primarily on Honshu—the archipelago’s main island, home to major cities such as Tokyo, Osaka and Kyoto—and domestic tourism centred on sport, nature and seaside holidays, concentrated in the north and south of the country, particularly Hokkaido and Okinawa. By targeting luxury hotels, the strategy could encompass both segments.

“*Niki Colombo – Fashion Accessories*” was developed around Tessiture La Colombina’s flagship product for 2019, the GOLD Scarf. This unisex stole is made from 100% cashmere, measures 50 × 180 cm and weighs 150 g. A simple yet versatile, warm and elegant garment, available in 18 colours.

Two customer segments were identified: B2B—distributors, importers and marketplaces—and B2C—end consumers reached through cross-border marketplaces. The unique selling proposition developed for the company highlighted five key aspects that distinguish it from its competitors and offer unique benefits to customers: technical, ideological, managerial, personal and financial.

The members of the winning teams took part in a transferable-skills training course delivered by the Ca' Foscari Competency Centre.

Active Learning Lab – Export Manager (ALL Export Manager), 1st edition (in person)

Duration and dates: 6 weeks (13 February–22 March 2019)

Workload: 150 hours – 6 ECTS credits

Objective: Participants completed a project aimed at developing an internationalisation plan for a company specialising in luxury products such as marine showers for yachts and swimming pools.

In collaboration with: SELES–Everap S.p.A., Veneto Sviluppo SpA and Maikii Italia.

Award-winning team and project: *Gan Bei*. The Gan Bei team’s project was selected as the winner for the clarity of its presentation, which demonstrated rigorous analysis, a methodical approach and the successful achievement of the learning objectives through the application of the tools introduced by lecturers during the lab. These included comparative market and competitor analysis, the development of a unique selling proposition and the creation of a database of potential customers for customer relationship management purposes.



The Gan Bei team also stood out for its ability to propose an effective communication strategy for reaching its target customers and for the attention it devoted to the sustainability goals set out in the United Nations 2030 Agenda.

Three internships were made available to members of the winning team.

Active Learning Lab – Social Innovation in Finance (ALL-SIF) (in person)

Duration and dates: 6 weeks (11 June–25 July 2018)

Workload: 150 hours – 6 ECTS credits

Objective: The lab aimed to develop financial services that would have a positive impact on the local area, particularly in social inclusion. Crédit Agricole presented a series of challenges covering finance and access to payment services for disadvantaged groups, the sharing economy, and financial education for young people. Participants worked on these topics in interdisciplinary teams.

In collaboration with: Crédit Agricole and Human Foundation.

Award-winning team and project: *Human AX*, with the “My AX” project. The project aimed to improve the accessibility of in-person and digital banking services for people with visual impairments through the use of an app. **The members of the winning team attended a Welcome Day** at Crédit Agricole and were offered a six-month paid internship at the bank and a place on an acceleration programme.

Active Learning Lab – Wine (ALL-Wine) (in person)

Duration and dates: 6 weeks (16 April–26 May 2018)

Workload: 150 hours – 6 ECTS credits

Objective: The lab aimed to develop products and services designed to foster innovation across the supply chain of wine producers in the Conegliano area.

In collaboration with: TESAF Department of the University of Padua, Fondazione di Venezia, CIRVE, Carpenè Malvolti, Casa Paladin, Nino Franco and Sistema Prosecco.

Active Learning Lab – Urban Innovation: Generative Cities (in person)

Duration and dates: 6 weeks (19 June–28 July 2017)

Workload: 150 hours – 6 ECTS credits

Objective: “Generative Cities” was the overarching theme of the 2017 Active Learning Lab – Urban Innovation. The term “generative” refers to a city’s ability to transform social spending from a cost into an investment by making the best possible use of the resources and capabilities already available. During this edition, participants developed four innovative projects proposed by public- and private-sector organisations based in the Veneto region.

In collaboration with: Fondazione Iglesias, Treviso-Belluno Chamber of Commerce, Venice-Rovigo-Delta Lagunare Chamber of Commerce, Unindustria Treviso, Confartigianato Treviso, UniCredit, Generali, AIM Energy, Rotary Treviso and MOM Treviso.

Award-winning projects:

Treviso Urban Center: creation of a space for dialogue between the local authority and residents about projects taking place in the city. **Partner:** Municipality of Treviso.

Sport for All: promotion of sport as a means of fostering the social inclusion of people with disabilities. **Partner:** Polisportiva Terraglio.

Social Lighting: a lighting system for a public square designed to encourage civic participation. **Partner:** Arianna LED S.p.A.

BioBar: development of a business providing employment opportunities for people with disabilities. **Partner:** Cooperativa Solidarietà.

Urban Innovation Bootcamp, 2nd edition (in person)

Duration and dates: 6 weeks (20 June–29 July 2016)

Workload: 150 hours – 6 ECTS credits

Objective: The 2016 Bootcamp addressed challenges that were increasingly affecting society: the arrival of large numbers of migrants in Italy, high youth unemployment and the social exclusion of certain sections of the population. Integration was selected as a theme following a request from the Treviso Prefecture during the first



edition of the Bootcamp. Sustainable and accessible tourism was identified as a further theme in response to needs highlighted by the municipal administration.

In collaboration with: Azzurro Digitale, Treviso Prefecture–Territorial Government Office, Treviso Smart City, Fondazione Cassamarca, Human Foundation, Cisco, VEASYT, ItaliaCamp and the Caritas, Cooperativa GEA, Nova Marghera and GAAC reception centres.

Award-winning projects:

Bike-help: the creation of structures with near-zero environmental impact, offering a range of useful services, particularly along cycle routes outside urban areas and in parks. The structures ranged from simple shelters to facilities providing around 15 services, including accessible toilets, bicycle repair kits, food and drink dispensers, and power sockets for charging mobile phones.

JoBClub: formation of groups of 7–15 people who met over a series of ten sessions to look for work together. The groups followed a programme developed by experts but managed their activities entirely independently.

OpenResources: a project addressing three urban challenges: high youth unemployment, the lack of coordinated planning and a shared vision for integration, and the presence of vacant properties.

Beescover: an e-commerce platform that connects users with local businesses, offering authentic and unusual travel experiences. Its dynamic packaging system allows travellers to build personalised holiday packages online by combining different travel services. The platform showcases small, high-quality local businesses united by their strong ties to the local area.

VEASYT Live!: an online video-interpreting service offering access to 150 professional interpreters, either on demand or by appointment, in 25 languages.

Urban Innovation Bootcamp, 1st edition (in person)

Duration and dates: 8 weeks (12 October–4 December 2015)

Workload: 150 hours – 6 ECTS credits

Objective: The Bootcamp aimed to accelerate six innovative ideas with the potential to transform urban mobility, make it smarter and regenerate the urban environment in Treviso and the surrounding area.

In collaboration with: The Loop, Contarina, MOM, Ascopiave, Coop Adriatica, Unindustria Treviso, Confcommercio, Confartigianato and Fondazione Luciano Iglesias.

Award-winning projects:

Contarina S.p.A.: development of smart solutions for collecting recyclable materials from shops in the Treviso city centre and from residential buildings across the city.

STARTEMPO: a web platform connecting emerging cultural, social, economic and environmental projects in the city with young people's skills.

Unindustria Treviso and Gruppo Ti Innova: flexible housing units designed to be economically, socially and environmentally sustainable, while also contributing to the regeneration of different urban spaces.

Mobilità di Marca: an on-demand night-time public transport service accessed via a web application, primarily for young people, particularly on Saturday nights.

Forever Bambù: regeneration of green spaces through the creation of an economically sustainable bamboo park for the local community.