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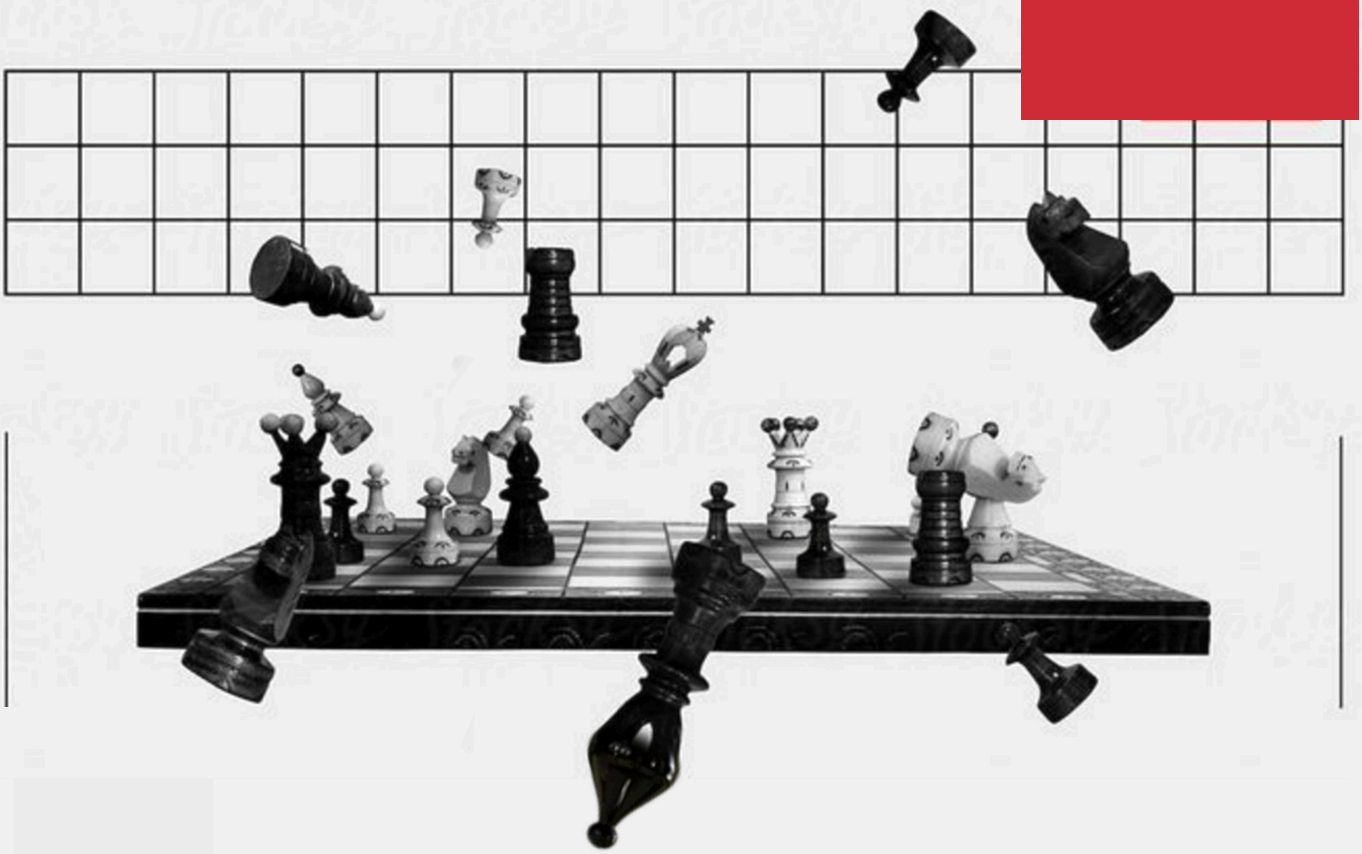
THE GAME THEORY OF MARKET ENTRY:
WHEN TO MOVE FIRST AND WHEN TO WAIT

INDIVIDUAL VS INFLUENCE



BUSINESS AGILITY:
WHAT IT IS AND HOW IT WORKS

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FROM UNICAS TO RENEWABLE ENERGY: A CAREER JOURNEY WITH SEAPOWER

FROM KAZAKHSTAN TO ITALY: MY ACADEMIC JOURNEY

My name is Zhuldyz Gabbassova, and I graduated from the Master's Degree in Economics & Entrepreneurship at the University of Cassino and Southern Lazio. My journey in Italy began in 2022, when I enrolled as an international student from Kazakhstan. Before UNICAS, I already had both academic and professional experience behind me. I had previously completed my bachelor studies and worked in administrative and translation roles in the industrial field. Those jobs taught me how to work in multicultural settings, stay organized, meet deadlines, and pay attention to detail. However, I wanted to deepen my understanding of how businesses grow, innovate, and operate within international markets. That motivation led me to pursue a master's degree in Italy.

During my studies at UNICAS, my main subjects of interest were connected to entrepreneurship and business. These courses helped me understand not only how companies function internally but also how they position themselves in competitive and regulated markets. I was particularly interested in innovation and sustainability.

Alongside my academic path, I participated in two Erasmus mobility programs in Portugal and Germany and one EUT+ Blended Intensive Program in Sustainable Supply Chain Management & Logistics again in Germany. And it shaped me in the best possible way by strengthening my skills and enhancing my knowledge.

In addition to academic knowledge, I developed soft skills that are now essential in my professional life. I can confidently say that I started to gain an entrepreneurial mindset.

SEAPOWER® scrl
Consortium with University of Naples Federico II

FROM CAREER DAY TO SEAPOWER: THE TURNING POINT

The turning point came while I was completing my final exams. I attended a Career Day organized by UNICAS, where I approached SeaPower scrl with my CV in hand. I was immediately attracted by their focus on renewable energy, since this sector had already been a strong interest of mine. My plan was simple and very concrete: gain practical experience as an intern, complete my degree, and then start my professional career in the same environment. Shortly after, I was invited to an online interview. When I received the opportunity, I did not hesitate. I moved from Cassino to Naples, left my rented apartment, and fully committed to this new step.

I was completely ready for that change at SeaPower, I started as a Junior Business Developer intern. The company has over 30 years of experience, working in the field of industrial engineering, with a special focus on energy from renewable sources. During my internship, I supported the company in business development activities, engaging with prospects, clients, suppliers and partners, and collaborated closely with the team and management.

WORKING IN RENEWABLE ENERGY: MY ROLE AT SEAPOWER

My background in economics and entrepreneurship plays an important role in my daily responsibilities. Understanding market dynamics, financial structures, regulatory frameworks, and strategic positioning helped me see projects not only from a technical perspective but also from a business one. When working on offers or contracts, I relied on the legal and accounting knowledge gained at university. When researching funding opportunities or market expansion, I apply economic analysis and entrepreneurial thinking.

After completing my internship, I immediately started working on my thesis within the company, further connecting academic research with practical application. I graduated in October, and by that time it was already clear in both sides that I would continue working at SeaPower. Today, I am part of the Business Development area, supporting client relations, commercial strategy and project positioning in the renewable energy market.

Looking back, I clearly see how important the academic foundation from the UNICAS was for my transition into the professional world. Combined with international mobility experiences and previous professional background, it prepared me to move from student life into a real working environment without uncertainty.

This journey feels coherent and intentional. I chose my academic path carefully, approached opportunities proactively, and was always ready to relocate and adapt. Today, working full-time in a corporate environment in Naples, I clearly see how my academic choices, international experiences, and professional decisions have come together. I am confident that this marks the beginning of a long-term career path that I intend to steadily develop, continuing to learn, gain experience, and grow professionally in the field.

INTERVIEW WITH FRANCESCO LIONIELLO, VICE PRESIDENT OF SEAPOWER

1. Può presentarsi brevemente ai nostri studenti, illustrando il suo ruolo e la sua posizione all'interno dell'azienda?

Mi chiamo Francesco Lioniello e sono Vice-Presidente di SeaPower scrl. In questo ruolo supervisiono lo sviluppo strategico dell'azienda, coordino le operazioni aziendali e la pianificazione

corporate, e seguo le attività legate all'area commerciale e all'innovazione. Lavoro a stretto contatto sia con i team tecnici sia con l'area business development per garantire che le nostre competenze ingegneristiche si traducano efficacemente in opportunità di mercato e crescita nel lungo periodo. Sono inoltre direttamente coinvolto nelle partnership, nelle strategie di finanziamento e nello sviluppo di nuove iniziative nel campo delle energie rinnovabili.

2. Può descrivere in modo chiaro e sintetico l'azienda SEAPOWER, il settore in cui opera e le sue principali caratteristiche distintive?

Seapower è nata da un gruppo di ricerca del Dipartimento di Ingegneria dell'Università di Napoli Federico II e si è evoluta in un gruppo di aziende operanti nel campo dell'ingegneria industriale, strutturate in due principali unità di business.

La prima unità è un centro di ricerca pubblico-privato indipendente, focalizzato su attività di trasferimento tecnologico nell'ingegneria industriale, con una forte attenzione alle tecnologie e alle applicazioni delle energie rinnovabili. Attualmente è coinvolta in due progetti cofinanziati dall'Unione Europea relativi al potenziamento della tecnologia eolica offshore, oltre a diverse iniziative di ricerca e sviluppo finanziate con fondi pubblici nazionali e regionali.

La seconda unità di business fornisce servizi di ingegneria avanzati nel settore delle energie rinnovabili, coprendo l'intero ciclo di vita del progetto: dagli studi di fattibilità e dalle procedure autorizzative alla progettazione dettagliata dell'impianto, alla due diligence tecnica, alla direzione lavori e ai servizi di gestione EPC. L'azienda vanta esperienza in un'ampia gamma di tecnologie, tra cui fotovoltaico (FV), eolico (onshore e offshore), BESS (Battery Energy Storage Systems), sistemi di energia mareomotrice, energia del moto ondoso e sistemi a biogas.

3. Come è venuto a contatto con la studentessa Zhuldyz Gabassova e con il corso di laurea magistrale in Economics and Entrepreneurship del Dipartimento di Economia e Giurisprudenza dell'Università di Cassino e del Lazio Meridionale? Può descrivere brevemente il processo di recruitment?

Il mio team ha incontrato per la prima volta Zhuldyz durante un Career Day organizzato dall'Università di Cassino e del Lazio Meridionale. SeaPower partecipa regolarmente agli eventi di orientamento e recruiting universitari, poiché riteniamo fondamentale individuare giovani professionisti motivati fin dalle prime fasi del loro percorso.

Il processo di selezione è stato lineare ma strutturato: screening del CV, colloquio focalizzato sul percorso accademico e sulle motivazioni professionali, e valutazione dell'allineamento con le esigenze della nostra area business development. Dopo aver analizzato il suo profilo e le

necessità interne dell'azienda, abbiamo deciso di offrirle un tirocinio come Junior Business Developer.
Con il proseguire della collaborazione, abbiamo concordato lo sviluppo della sua tesi magistrale all'interno dell'azienda, su tematiche coerenti con le nostre attività. Al termine del tirocinio e dopo il conseguimento della laurea, entrambe le parti erano allineate nel proseguire il percorso professionale e abbiamo quindi proceduto con il suo inserimento in azienda a tempo pieno.

4. Quali competenze specifiche e aspetti del background formativo di Zhuldyz l'hanno convinta a offrirle una posizione lavorativa dopo il conseguimento della laurea?

Ho deciso di organizzare in azienda un dipartimento vendite a vocazione internazionale, partendo dal basso.
La candidata ha competenze verticali sulle discipline economiche, acquisite durante il periodo di formazione presso UNICAS, che l'hanno resa idonea alla selezione, insieme ad altri requisiti che ritenevo fondamentali come la conoscenza fluente della lingua inglese e abbastanza buona della lingua italiana. La selezione si è poi compiuta con successo perché ho apprezzato le sue esperienze all'estero in Erasmus -che lasciano intendere una certa apertura mentale e spirito di adattamento- e le sue esperienze lavorative pregresse -che, seppur brevi, sono significative perché il candidato sa già cosa aspettarsi in un ambiente lavorativo.

5. In che modo SEAPOWER supporta l'inserimento e la crescita professionale dei giovani laureati all'interno dell'organizzazione?

In SeaPower i giovani laureati sono da subito integrati direttamente nelle attività operative, in modo che possano essere e sentirsi coinvolti in progetti reali e nelle attività quotidiane, in linea con il loro ambito di specializzazione.
Nelle fasi iniziali garantiamo una supervisione costante, con revisione delle attività e feedback continuo. In seguito ci si aspetta una crescita dei singoli all'interno dei propri gruppi di afferenza: le responsabilità aumentano progressivamente con la crescita delle competenze. Operando sia in ambito ingegneristico sia in quello dell'innovazione, i giovani professionisti hanno l'opportunità di confrontarsi con dimensioni tecniche, commerciali e strategiche dei progetti nel settore delle energie rinnovabili.
La crescita professionale si basa su merito, iniziativa e capacità di assumersi responsabilità. In una PMI come la nostra, le curve di apprendimento possono essere molto ripide.

6. Cosa distingue SEAPOWER come realtà ideale per i laureati che desiderano costruire una carriera di lungo periodo nei settori dell'innovazione, delle energie rinnovabili e del trasferimento tecnologico?

Superiamo la logica dell'osservazione passiva integrando i laureati direttamente nelle funzioni chiave

dell'azienda. SeaPower si distingue per offrire un ambiente ibrido in cui l'ingegneria industriale incontra la ricerca accademica, creando una piattaforma ad alto impatto per una crescita professionale di lungo periodo.
Per chi è realmente interessato alle energie rinnovabili e allo sviluppo tecnologico nei vari campi dell'ingegneria industriale, il nostro contesto offre sia profondità tecnica sia ampiezza di esperienza.

7. Quale consiglio darebbe ai laureati triennali per facilitare il loro ingresso nel mondo del lavoro, in particolare nei settori innovativi come quello in cui opera SEAPOWER? Quanto ritiene importante il conseguimento di una laurea magistrale per l'accesso e la crescita in azienda?

Seapower è un centro di ricerca che propone quotidianamente il superamento dello stato dell'arte in diversi settori dell'ingegneria industriale, pertanto valorizziamo molto le cosiddette hard skills, senza le quali non potremmo spingere in avanti l'accrescimento della conoscenza collettiva e l'avanzamento della tecnologia in settori specifici come quelli di nostro interesse. In merito alla laurea magistrale, quindi, la considero estremamente utile poiché ritengo che un percorso magistrale fornisca strumenti analitici più avanzati, maggiore capacità strategica e una maturità professionale spesso necessaria per ruoli che vanno oltre le mansioni puramente operative. Sebbene sia possibile entrare nel mondo del lavoro con una laurea triennale, ritengo che la laurea magistrale faciliti significativamente la progressione di carriera e l'accesso a posizioni di maggiore responsabilità.
Ciononostante, ritengo anche che le sole competenze verticali non siano sufficienti a garantire il successo professionale. E' fondamentale, a mio avviso, sviluppare sia competenze tecniche che relazioni. In tutti i settori, anche in quelli innovativi, la capacità analitica deve essere accompagnata da buone doti comunicative e adattabilità. Le cosiddette soft skills non possono essere trascurate.
Sul piano pratico, ad un laureato triennale consiglio certamente di perseguire un titolo magistrale ma prima ancora consiglio di allargare quanto più possibile l'orizzonte del proprio pensiero con esperienze all'estero, laboratori, corsi di lingua. Consiglio di inseguire i propri sogni e approfondire testardamente quei temi che più l'affascinano, a prescindere dai meri obiettivi lavorativi.

THE GAME THEORY OF MARKET ENTRY: WHEN TO MOVE FIRST AND WHEN TO WAIT

BY MOTAHAREH GHOLIZADEHSARVANDI

In today's competitive world, timing defines success. Game theory helps explain how firms decide when to enter a market, either seizing the first-mover advantage or waiting wisely as a late entrant. Early movers can shape the market, build loyalty, and create barriers for others, yet rushing in can also mean high risk and costly mistakes. Game theory shows that in business, winning isn't always about moving first, but about moving smart.

Lymbersky has said that "What countries to enter and when mainly depends on the financial resources of a company, the product life-cycle and the product itself." This idea connects directly to the central purpose of this article: understanding how game theory can guide firms in choosing when to enter a market. Timing is not only a practical decision but also a strategic one, and game theory provides a clear framework for analyzing these choices.

In a competitive market, timing can be everything. Deciding on entering a market early or postponing to a better time can determine the business's success. Game theory can provide the analytic lens to these business choices. In this article, the focus is on how game theory helps explain market entry timing, whether to enter sooner than competitors and gain first-mover advantage, or take your time and gain the benefits of a late entrant.

Game theory is the study of how economic agents and players make strategic decisions in a complex and competitive environment. Often

1. WIKIPEDIA CONTRIBUTORS. (N.D.). MARKET ENTRY STRATEGY. IN WIKIPEDIA, THE FREE ENCYCLOPEDIA. [HTTPS://EN.WIKIPEDIA.ORG/WIKI/MARKET_ENTRY_STRATEGY] (HTTPS://EN.WIKIPEDIA.ORG/WIKI/MARKET_ENTRY_STRATEGY)
2. BRAMS, S. J., & DAVIS, M. D. (N.D.). GAME THEORY.

called the science of strategy, game theory is a tool that helps independent actors make decisions involving conflicting interests and enables them to anticipate possible outcomes and strategies. Initially, game theory focused on zero-sum games, situations where one player's gain exactly equals another's loss and vice versa. However, by the mid-1900s, its scope extended to the study of non-zero-sum games, encompassing a wide range of behavioral and economic interactions. This broader scope is what makes game theory especially useful for understanding real-world business choices such as market entry.

To understand the timing problem clearly, it is helpful to define some of the key concepts early. In marketing strategy, first-mover advantage refers to the competitive edge gained by the initial entrant. Late-mover advantage, or follower advantage, refers to the benefits a firm gains by entering after observing the leader. These ideas are best understood in the context of sequential games, in which one firm acts first, and the other responds. From a game-theoretic perspective, first-mover advantage can be seen as a sequential game, where the first mover acts and the follower responds after observing that move. The leading firm gains commercial benefits over its actual and potential rivals, often resulting in higher long-term profits. The advantages include strong brand recognition, customer loyalty, and capturing early market share. The first mover can create barriers for the later entrants by means of technology, network externalities, brand loyalty, and so on. A simple real-world example comes from technology markets: Apple's early move with the iPod shaped consumer expectations before rivals could adjust.

We can refer to Stackelberg competition as a classic example where the first mover chooses its output first, and the follower reacts optimally. In clearer terms, the leader

3. HAYES, A. (N.D.). ULTIMATE GUIDE TO GAME THEORY: PRINCIPLES AND APPLICATIONS.
4. WIKIPEDIA CONTRIBUTORS. (N.D.). GAME THEORY. IN WIKIPEDIA, THE FREE ENCYCLOPEDIA. HTTPS://EN.WIKIPEDIA.ORG/WIKI/GAME_THEORY

moves first, knowing that the follower will adjust its strategy after observing the leader's decision. By anticipating this reaction, the leader analyzes the payoff matrix and chooses the level of output that maximizes its own profit. This model illustrates why timing matters: moving first allows a firm to influence the competitor's available choices. However, the first mover is not always the winner. In some cases, the follower has a more advantageous position since entering a market late can bring experience and more certainty. The second mover can avoid making the first mover's mistake and early uncertainty simply by observing the leader. A well-known example of this is Facebook entering after MySpace and benefiting from learning what users valued more.

In dynamic games with incomplete information, followers use the leader's actions as valuable signals to reduce risk. For instance, in technology markets, late entrants can avoid sunk R&D costs if the leader's innovation fails. In dynamic or sequential games, waiting can even be an optimal strategy under uncertainty, especially when demand, technology, or regulations are unpredictable. Likewise, waiting becomes rational when innovation costs are high, but imitation is cheaper, allowing followers to reverse engineer or improve existing products without bearing the initial R&D risk.

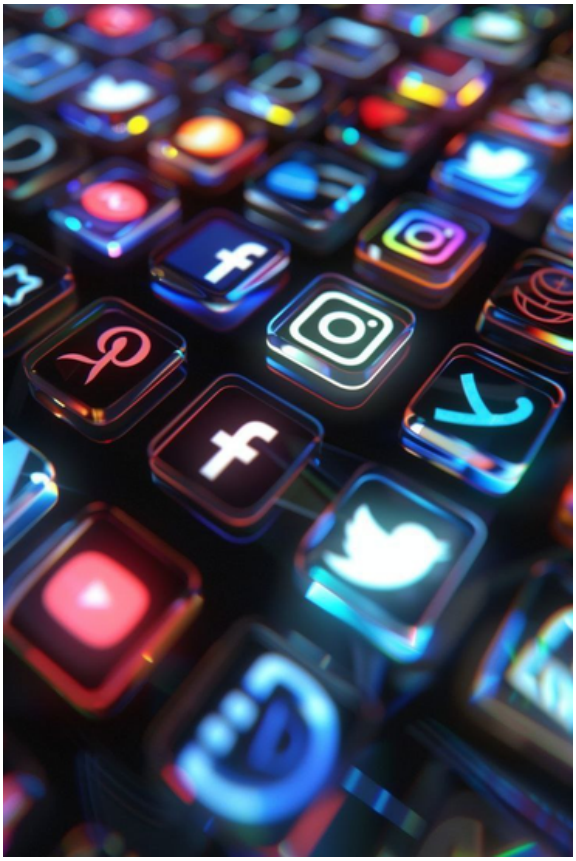
Even though advantages exist for both early and late entry, each strategy comes with risks. First movers face high sunk costs, uncertain consumer preferences, and the possibility of creating a market that later entrants capitalize on more effectively, as happened with early smartphone producers compared to later innovators. Late entrants, on the other hand, risk missing network effects, entering after customer loyalty has formed, and facing barriers such as patents or strong brand identity. Overall, game theory is a powerful framework that helps firms determine optimal market entry timing, depending on payoff structures, information asymmetry, and strategic interdependence. If early entry fosters strong customer loyalty and network effects, first-mover advantage dominates. If information value and learning potential are high, late entry can be the smarter choice. In the end, the timing decision is a strategic game, a mix of anticipation, commitment, and adaptation.

5. WIKIPEDIA CONTRIBUTORS. (N.D.). FIRST-MOVER ADVANTAGE. IN WIKIPEDIA, THE FREE ENCYCLOPEDIA. [HTTPS://EN.WIKIPEDIA.ORG/WIKI/FIRSTMOVER_ADVANTAGE](HTTPS://EN.WIKIPEDIA.ORG/WIKI/FIRST-MOVER_ADVANTAGE)

INDIVIDUAL VS INFLUENCE

BY WENGELAWIT MENGISTU

A reflection on how digital influence blurs desire and imitation, transforming personal taste intoperformance as we strive to be understood rather than authentically ourselves.



In an age where identity is increasingly shaped, displayed, and consumed through digital spaces, the question of whether our preferences are genuinely our own has become more difficult to answer. There are days I find myself unsure if I truly enjoy the things I claim to love or if I've simply absorbed them from the collective feed I scroll through each morning.

It's not a new phenomenon to be shaped by our environment. But in the current moment, the volume of influence we're exposed to is unprecedented. We are presented with a constant stream of curated aesthetics, "must-haves," moral urgencies, and lifestyle templates that subtly tell us not just what to buy or believe, but who to be. This isn't simply about consumer behavior; it's about the erosion of personal taste under the weight of collective performance. We are no longer just expressing ourselves; we are managing our legibility. So while that €5 shirt may feel like a bargain, the real price includes pollution, low wages, and waste. If those hidden costs were added up, experts estimate that a shirt could actually be worth €50 or more.

Platforms like Instagram, TikTok, and Pinterest have blurred the line between inspiration and assimilation. The soft influence of constant exposure doesn't demand that we change overnight, it invites us to shift incrementally. A new tone of voice picked up from a creator we admire. A jacket is bookmarked not because it suits us, but because it fits the identity we're trying to project. A set of values, politics, or preferences repeated until they feel like ours, even

when they're not fully lived.

Taste, once deeply personal and formed over time, is now more often optimised for visibility. The sociologist Erving Goffman [1] might call this the "performance of self" . We present an idealised version of who we are (or who we hope to be) to meet the expectations of a given "audience."

What's different now is that the audience is always watching, and the self is constantly under revision. Even as I write this, I notice the tabs open on my laptop, an online cart of items I don't need, a moodboard of interiors that wouldn't bring me peace, and a dozen digital breadcrumbs leading back to someone else's life. It's easy to blame social media for this dilutedselfhood, but the truth is more complex. Many of us are simply trying to belong to find a way of being that feels legible in a world moving too quickly to allow quiet, uncertain identities to take shape.

Originality has not disappeared, but it's been outpaced. In a culture where trends expire faster than they form, many of us aren't striving to stand out, we're simply trying to keep up. And over time, the desire to be understood becomes stronger than the desire to be authentic. We craft ourselves into what is familiar, what is liked, what is safe, even if it means losing the texture of who we really are. This is not a condemnation of influence. Influence, after all, is how culture evolves. But we must know when we are no longer choosing, but conforming. When our preferences are no longer a reflection of ourselves, but a performance for someone else. Because if we're not careful, we risk becoming a collage of everything we admire except ourselves.

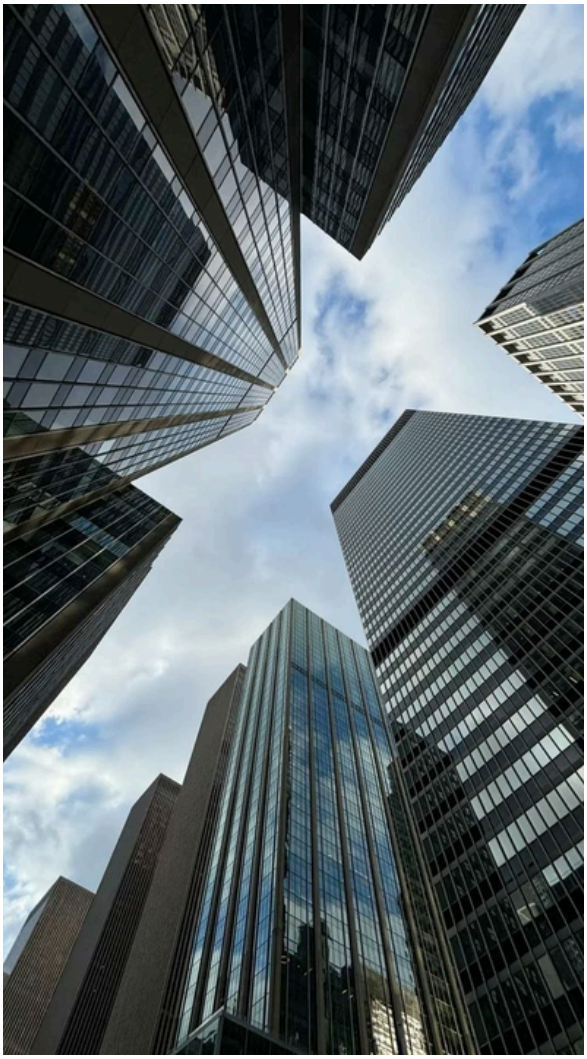
1 ERVING GOFFMAN (1922–1982) WAS A CANADIAN SOCIOLOGIST WHOSE WORK FOCUSED ON EVERYDAY SOCIAL INTERACTION. HE IS BEST KNOWN FOR HIS CONCEPT OF DRAMATURGY, WHICH DESCRIBES SOCIAL LIFE AS A PERFORMANCE BEFORE AN AUDIENCE.

BUSINESS AGILITY: WHAT IT IS AND HOW IT WORKS

BY PARMIDA GHORBANI

The global business landscape has changed a lot over the past decade. Organizations can no longer rely on long-term plans and strict hierarchies to succeed. Today's world is marked by uncertainty, and businesses must constantly adjust to survive. Take Netflix, for example. As the internet became the primary distribution channel, the traditional method of renting DVDs was fading. If Netflix had stuck to their old model, they would have vanished. Instead, they shifted to streaming. This ability, known as business agility, helped them lead the market instead of getting left behind by new technology [1]. However, building this kind of agility doesn't happen by chance. In this article, I will discuss the key factors that transform a slow, rigid company into a dynamic and adaptable one.

Imagine an organization as a living organism. For it to move quickly and respond to its environment, every part of its "body" must work together. If one part is slow or disconnected, the whole system suffers. Similarly, business agility depends on how well different parts of the organization are connected. To understand how a company becomes agile, we need to look at its core pillars. This begins with the mindset at the top, but it exists in the everyday environment that employees experience. Everything starts with the mindset at the top. In an agile organization, the leader is not just someone who gives orders from a distance. Instead, they act like a captain who focuses on the vision. They define the "where" and trust the team to find the "how." Their role is to create a supportive environment where people feel safe to take initiative. In an agile setting, a



1. INSTITUTE, O. E. (2024, NOVEMBER 24). CASE STUDY: NETFLIX'S TRANSITION FROM DVD RENTAL TO STREAMING - OXFORD EXECUTIVE INSTITUTE. HTTPS://OXFORDEXECUTIVE.CO.UK/CASE-STUDY-NETFLIXS-TRANSITION-FROM-DVD RENTAL-TO-STREAMING/

leader acts as a facilitator who removes obstacles for others and encourages teamwork, allowing the group's collective strength to move the journey forward [2].

Once that path is clear, the real magic happens through the people on it. In this supportive atmosphere, employees stop being just task-takers and start being active problem-solvers. Because the leader has replaced fear with trust, the team feels free to take risks and learn from mistakes. This sense of ownership means that instead of waiting for approval from above, everyone is always looking for new ways to add value. This makes the organization respond to change faster [3]. However, even the best team will get stuck if the company's structure is too slow. Imagine a student project where you have to wait days for a professor's signature just to change one slide; that's what a rigid hierarchy feels like. Spotify solved this by breaking their large organization into small, independent teams called "Squads." Instead of waiting for permission from the top, these squads have the power to make their own decisions. This simple shift in structure means they don't get slowed down by bureaucracy, allowing them to react to new music trends as soon as they happen [4].

Finally, none of these elements can thrive without the right work environment. Think of it as the soil that helps the organization grow. In an agile workplace, transparency is everywhere. Information is shared openly, so everyone understands the goal. However, the most important factor is psychological safety. It's a place where a team can try a new idea, and if it fails, they aren't punished; they simply learn and move on. When a company builds a space that values learning over perfection, agility stops being a project and becomes part of the organization's identity [5].

But why is this adaptability so important? It's because the predictable market no longer exists. While technology is a major driver, forcing companies like Netflix to leave their DVD roots or face failure, it isn't the only factor involved. We live in a

2. TEAM, T. E. W. (2025, DECEMBER 2). BUSINESS AGILITY LEADERSHIP: A 2025 FRAMEWORK SYNTHESIZED FROM GLOBAL CEOS. ENTERPRISEZONE.CC. HTTPS://ENTERPRISEZONE.CC/BUSINESS-AGILITY-LEADERSHIP/
3. HYPERFORMATION. (N.D.). SPOTIFY SQUADS & TRIBES MODEL. HTTPS://APP.HYPERFORMATION.COM/PRACTICES/SQUADS-TRIBES-MODEL
4. TALENTGUARD. (2024, OCTOBER 30). WHAT IS AGILITY IN WORKPLACE AND WHY IS IT IMPORTANT IN 2026. HTTPS://WWW.TALENTGUARD.COM/BLOG/WHY-WORKPLACE-AGILITY-IS-ESSENTIAL-IN-TODAYS-WORKFORCE
5. AGILE VELOCITY. (2024, DECEMBER 27). UNDERSTANDING THE ROLE OF PSYCHOLOGICAL SAFETY IN AGILE TEAMS. HTTPS://WWW.AGILEVELOCITY.COM/BLOG/PSYCHOLOGICAL-SAFETY-IN-AGILE-TEAMS

time where consumer habits change in weeks, global supply chains can collapse overnight, and new competitors appear from industries you never even monitored. In this environment, long-term stability is just an illusion. If an organization cannot change as quickly as the world around it changes, it loses its importance. Business agility is the link between anticipating a disruption and actually surviving it [6].

Achieving business agility requires ongoing effort from the organization. It starts with committed leaders who have a clear understanding of their goals. Next, the organization must review its current structures and culture to find its strengths and weaknesses. Once these are clear, an agile culture can develop by promoting teamwork and open communication. In this setting, work is divided into short cycles with regular feedback, and cross-functional teams are empowered to make decisions. By using data to inform choices and viewing change as an opportunity, the company remains adaptable. Over time, as barriers are removed and employees receive proper training, agility becomes a natural part of the business. This leads to quicker results and more consistent value for customers [7].

In conclusion, business agility is more than just a strategy, it's a way for organization to succeed in the uncertain world of today. Companies need to be able to adjust quickly to changes in technology, the economy, and customer behavior. Through the alignment of leadership, employees, organizational structure, and the work environment, firms can avoid slow, bureaucratic structures. Moving toward agility means leaving behind rigid long-term plans and focusing on continuous learning and adaptation to stay relevant.

6. AGILE BUSINESS. (N.D.). BUSINESS AGILITY 101: WHAT IS BUSINESS AGILITY AND WHY DOES IT MATTER? HTTPS://WWW.AGILEBUSINESS.ORG/RESOURCE/BUSINESS-AGILITY-101 WHAT-IS-BUSINESS-AGILITY-AND-WHY-DOES-IT-MATTER.HTML
7. EU BUSINESS SCHOOL. (N.D.). HOW DO YOU BUILD BUSINESS AGILITY? HTTPS://WWW.EURUNI.EDU/BLOG/HOW DO-YOU-BUILD-BUSINESS-AGILITY/

WHY SOCCER PLAYERS EARN SO MUCH: DEMAND, SUPPLY AND WINNER-TAKE-ALL DYNAMICS

BY GIOVANNI PATRIARCA

Soccer players earn huge salaries because elite talent is scarce, clubs compete in an oligopolistic transfer market, and winner-take-all superstar dynamics turn small skill differences into massive revenues.

How many times have we heard this question: "why are soccer players paid so much only to run after a ball?" The answer lies in the fact that, before being a sport, soccer is an industry with its own demand and its own supply. The soccer transfer market is one of the most expensive and talked-about markets in the world, since every year clubs spend huge amounts of money to buy players, hoping to improve their teams and attract more fans, and obviously more returns. Even though transfers often look chaotic, the market follows clear economic rules. This article is intended to explain how demand and supply work in the soccer industry, what kind of market structure it follows, and why a small group of top players ends up earning so much. The key idea is that soccer is a "winner-take-all" environment, where small differences in talent lead to very large differences in value.

How do the concepts of supply and demand apply in real life? In practice, the supply of talent is quite limited, as players differ widely in skills, age, position, and potential, making them far from interchangeable. Their movement is also restricted by contracts, since a player can only leave when the club agrees or when

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the contract expires. Most importantly, truly top-level talent is extremely rare, and only a small number of players can perform at the highest level. For this reason, the supply of elite players is very small and cannot easily increase, even when prices rise. On the demand side, the demand for players is made by the clubs, which look for new players to improve results on the field, win trophies, and generate returns, while also strengthening their brand and attracting fans, sponsors, and media attention. For the biggest clubs, demand for top players is especially strong, and they are often willing to pay very high prices because a star player can generate millions in additional revenue.

Which market structure does it resemble? The soccer industry does not look like a perfectly competitive market. In perfect competition, there are many buyers and sellers, products are identical, and everyone has full information, but none of these conditions apply to soccer transfers. Players are unique individuals with different skills, ages, positions, and career paths, so they cannot be treated as identical goods. Clubs also differ widely in their budgets, ambitions, and strategies, which means they do not behave like equal buyers. In addition, information in the transfer market is far from perfect: no club can fully predict how a player will perform in the future, or whether injuries will affect their value. These

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Clubs such as Real Madrid, Manchester United, Barcelona, and Paris Saint-Germain operate with far larger budgets than most others, allowing them to dominate the demand side. The scarcity of players gives them strong control over negotiations, since clubs know that replacing a top player is extremely difficult. This creates a market where a small number of elite players act as powerful sellers, shaping prices, contract conditions and acquiring bargaining power. A handful of rich clubs compete for a handful of elite players, and this concentration on both sides helps explain why transfer fees can rise so quickly and why negotiations are often long, strategic, and complex. The market is shaped not by simple supply and demand, but by the interaction of strong buyers, scarce top talent, and high stakes, making it very different from the competitive markets described in basic economic theory. However, what's the answer to the famous question "why do soccer players earn so much only to run after a ball?". The extremely high salaries and transfer fees seen in modern soccer can be explained through what economists call the "Superstar Effect", a concept introduced by Sherwin Rosen, who argued that in certain industries, small differences in talent can lead to very large differences in earnings. Soccer is a perfect example of this dynamic. A top player is not only slightly better on the field; they also attract a global audience with millions of people watching their matches, following them on social media, and buying products associated with them: thus, this visibility greatly increases their commercial value. When a club signs a star player, it often earns more from sponsorships, merchandise sales, television rights than what he actually gets on the field, because fans and companies are drawn to the presence of a well-known athlete. As a result, even a small improvement in talent or popularity can translate into a huge increase in revenue for the club, which helps explain why the best players receive such high wages.

The transfer market shows how modern soccer has become a global economic system as much as a sport. Understanding how clubs behave, how players gain value, and how the market is structured helps explain why certain outcomes feel inevitable and why the stakes keep rising. What becomes clear is that the forces shaping this market are unlikely to disappear. As long as clubs compete for success and fans reward star power, the transfer market will continue to evolve in the same direction, driven by high expectations, limited talent, and intense competition.

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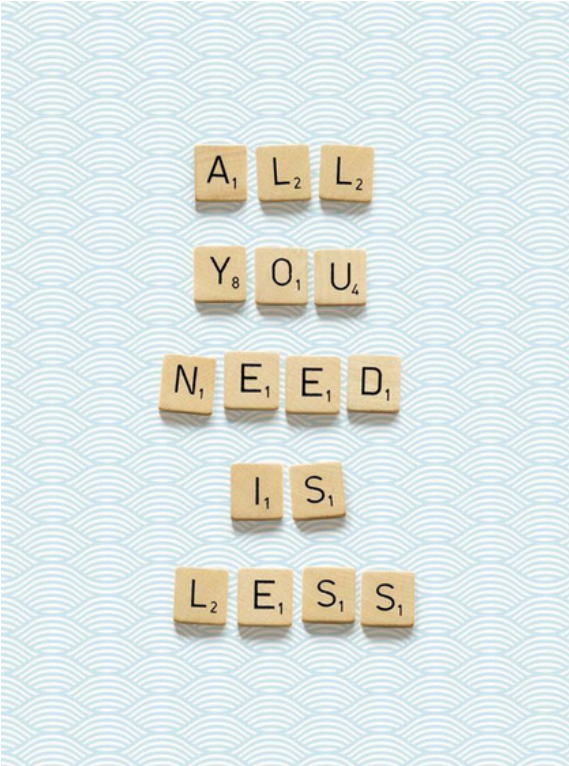
SUITCASE ECONOMICS

BY MEKLIT MULUGETA FENTAW

Suitcase economics describes a pattern of student consumption shaped by mobility and material limits. These choices, like buying second-hand, reflect degrowth, challenge neoclassical assumptions, and counter conspicuous consumption. The suitcase shows how living with less can reveal sustainable, alternative ways of engaging with material life.

Students rarely accumulate many possessions. This is not necessarily a sign of minimalism, but rather a reflection of a transient lifestyle defined by constant movement, temporary living arrangements, and limited space. Patterns of ownership are shaped less by preference and more by what can be carried, stored, or easily replaced. This mode of living can be understood through what I refer to as suitcase economics: a pattern of consumption shaped by mobility, limited ownership, and material constraints. It offers a way to make sense of how students navigate a world in which the scale of human-made materials has expanded dramatically.



Students often operate with limited material resources. This contrasts sharply with an economy that produces vast amounts of material, revealing how everyday student practices reflect broader economic logics. This article argues that student consumption patterns, though often driven by necessity, unintentionally embody principles associated with degrowth, an economic perspective advocating for the reduction of production and consumption to stay within planetary boundaries. It challenges dominant ideas about consumption, including those found in neoclassical economics, which typically assumes that individuals always seek to maximize their personal utility through increasing consumption.

Degrowth questions the assumption that continuously increasing material production and consumption necessarily improves well-being.

Instead, it emphasizes sufficiency, the extension of product lifespans, and the reduction of unnecessary material use in order to achieve socially and environmentally sustainable outcomes. In student life, this logic does not usually emerge from ideological commitment. Rather, it arises from living with clear material limits that shape how goods are chosen, used, shared, and discarded. Living within these limits encourages students to reuse, repair, and carefully select what they own. In this way, their everyday behaviors connect to broader debates about sustainable consumption.

The effects of these material limits become visible in small, everyday choices. Consider a simple example: a clothing iron. Online, a new one may cost between €20 and €25. At a local Saturday market, a similar used iron can be found for €5 to €10 and still function perfectly well. This decision may appear insignificant, but it sits within a much larger material context. According to the 2023 Circularity Gap Report by Circle Economy, global material extraction reaches roughly 106 billion tonnes per year. Yet only about 6.9 percent of these materials are cycled back into the economy through reuse or recycling. The remaining majority consists of newly extracted resources that are typically locked into use or disposed of as waste.

Choosing a second-hand iron does not resolve this imbalance, but it does extend the life of an existing object and reduces the demand for additional resource extraction.

These everyday practices also reveal the limits of how consumer behavior is commonly understood in economic theory. Neoclassical economics assumes that consumers act as rational agents with stable preferences, full information, and the ability to maximize utility through market choices that contribute to equilibrium. Student consumption rarely fits these assumptions. Preferences shift with frequent moves, storage space is scarce, and buying new goods can create additional costs and inconveniences rather than increased satisfaction. Under these conditions, reuse and thrift are not deviations from rational behavior, but adaptive responses to material and spatial constraints that standard models struggle to account for.

If neoclassical economics has difficulty explaining why students consume in these ways, Thorstein Veblen's theory of conspicuous consumption helps explain what such choices may signal socially. Veblen argued that consumption often serves to display status rather than meet practical needs. In markets saturated with advertising and an

emphasis on newness, value is frequently tied to acquisition and display. Against this backdrop, choosing second-hand goods can act as a counter-signal, shifting value away from wealth and novelty toward usefulness, durability, and an awareness of material limits. In some student contexts, thrift itself can become a form of signaling, expressing care, responsibility, or intentional engagement with consumption.

The suitcase ultimately embodies this logic. It is both a container and a constraint, shaping what can be owned and what becomes impractical to keep. It helps illustrate how individuals live within material limits while interacting with an economy structured around excess. These limits do not simply restrict consumption; they can also generate alternative patterns that challenge standard assumptions about value, efficiency, and success. As students move through life with few possessions packed into bags, their everyday choices raise a broader question. What happens when living with less becomes not only an economic constraint, but a meaningful way to engage with the amount and type of material we collectively produce and consume?

WHEN A PAINTING BECAME AN ECONOMY: THE UNTOLD CONSEQUENCES OF THE MONA LISA THEFT

BY NILOUFAR CHERAGHNOORANI

From a daring 1911 theft to global superstardom, the Mona Lisa reshaped not only art history but also the Louvre's evolution into a powerful cultural and economic icon.

The crowd, the excitement, the constant clicks of cameras, standing before the Mona Lisa at the Louvre is an experience like no other. Before you even reach her, the sensory overload begins. After seeing her image everywhere, from little souvenir shops to clothes and merchandise, you might imagine an extraordinary moment seeing her for the first time. Surprisingly, you might find yourself questioning the stories as you break your neck, trying to take a peek at the small, dark painting behind the intimidating glass, through a sea of heads and cameras flashing , and wondering: why her?

Today, the Mona Lisa is the world's most famous painting, but this was not always the case. Before the 20th century, she was admired mainly by connoisseurs and royalty. Her true transformation into a modern icon began not with artistic praise but with a crime. In 1911, Vincenzo Peruggia, an Italian handyman, walked out of the Louvre with the painting hidden beneath his coat. Impressive? Outrageous? You might think to yourself how that is possible, something like that could never

happen with today's technology. If so, think again, or read the news, you might surprise yourself or even get inspired to do more with your life. This theft was so improbable that, remarkably, the museum did not realize she was missing for over a day. The news erupted across Europe and soon after the world. suddenly, she was everywhere: headlines in every newspaper across the continent updated daily. When the painting resurfaced in Italy in 1913, she

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2. ZEN MUSEUM (2024). WHY IS THE MONA LISA FAMOUS?. MONA LISA'S MYSTERY: FAME, SFUMATO, HEIST & UNRIVALED LEGACY

returned to Paris not just as a Renaissance portrait, but as an international celebrity. Her theft sparked a fascination that transcended art history. What had been an admired artwork became a symbol. quoted, parodied, endlessly reinterpreted.

Yet the story does not end with her sudden fame. The rise of the Mona Lisa as a "superstar artwork" is a separate, earlier phenomenon from the later transformation of the Louvre into a "superstar museum", a global destination shaped by mass tourism and commercial culture. While the painting's fame drew increasing numbers of visitors over the decades, the museum's progress into a massive cultural attraction is the result of intentional strategies developed much later, particularly in the 1980s. The construction of I. M. Pei's glass Pyramid, the reorganization of visitor pathways, and the expansion of underground commercial spaces, including the Carrousel du Louvre, helped transform the museum into a hybrid space: part cultural temple, part urban attraction, part shopping complex.

This "metamuseal" process, when the museum itself becomes an object of attention and desire, reflecting a wider global trend. Museums increasingly function as hearts of collective experience. Visitors don't just expect artworks; they participate in a ritual, lining up, taking photos, buying gifts or little souvenirs , that has clear economic effects. In this system, the Mona Lisa's image is worldwide, but what fuels the Louvre's commercial and touristic success today is not the theft itself, but the continuing fame that followed it. Her stolen past made her iconic; decades of promotion, expanding tourism networks, and museum branding made the Louvre a superstar.

Understanding this distinction helps reveal how art, economics, and culture intersect. The Mona Lisa's extraordinary trajectory, from Renaissance portrait to media icon to commercial phenomenon, shows how an artwork's story can shape, and be shaped by, the institutions that house it. In this sense, the painting is more than a masterpiece; it is a reminder that the narratives surrounding art can be as powerful as the images themselves.

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BUILDING A SHARED COMMUNITY AT THE UNIVERSITY OF CASSINO

BY EYAEL NIGUSSU GUDETA

Every year, students from Europe, Africa, and Asia arrive at the University of Cassino with the hope of studying in Italy and building meaningful friendships. Many leave their home countries for the first time, carrying expectations shaped by stories of international education, cultural exchange, and personal growth. Yet, despite sharing classrooms, dormitories, and campus spaces, many students remain in separate social circles. Language, familiarity, and habit often shape who interacts with whom, limiting the rich cross-cultural experience that an international university promises.

At first glance, the campus appears diverse and vibrant. Different languages can be heard in hallways, and students bring with them unique traditions, foods, and perspectives. However, daily routines often reveal a different reality. Students attend lectures together but rarely interact beyond academic necessities. Over time, this quiet separation becomes normalized, and the opportunity to learn from one another outside the classroom gradually fades.

One of the main reasons for this separation is language. Although many degree programmes are taught in English, daily life in Cassino still takes place largely in Italian. For international students, even simple tasks, ordering a coffee, asking for directions, or speaking with a landlord, can feel stressful and exhausting. These small challenges accumulate and may discourage students from engaging more actively with their surroundings.

Italian students face their own

barriers. Many hesitate to speak English, worried about pronunciation, grammar, or making mistakes in front of others. This hesitation is not a lack of interest but often a fear of embarrassment. As a result, students on both sides choose silence or familiarity over conversation, even when curiosity and goodwill are present.

These patterns appear clearly in everyday campus life. International students tend to spend their free time with peers who share their language or nationality, while Italian students often remain within familiar social groups. In shared spaces such as the cafeteria or study areas, tables frequently form along linguistic lines. These divisions are rarely intentional, yet over time they create invisible boundaries that limit interaction and mutual understanding.

The consequences of this separation go beyond social life. Students who feel excluded may experience lower confidence, reduced classroom participation, and increased academic stress. Group projects can become more challenging when communication feels uncomfortable, and some international students may begin to see themselves as temporary visitors rather than full members of the university community.

Bridging this gap requires effort from everyone involved in university life. One effective solution is language exchange. The university could support regular conversation tables where Italian and international students practise each other's languages in a relaxed, informal setting. Guided by trained student mentors, these meetings could transform language learning into a shared social experience.

Professors also play a crucial role in encouraging integration. By intentionally forming mixed-nationality groups for projects and providing clear structure and expectations, instructors can create spaces where collaboration becomes easier and more meaningful. Over time, working together toward common academic goals can help students overcome hesitation and build mutual respect.

Another valuable approach is mentorship. Pairing new international students with local or long-term students can ease the transition into university and town life. Practical guidance, such as navigating administrative offices, understanding transportation, or learning everyday customs, can significantly influence whether a student feels lost or welcomed.

Student associations and clubs further strengthen integration by offering informal environments for connection. Events such as cultural nights, sports tournaments, language cafés, or collaborative workshops allow students to interact without pressure. When activities are promoted bilingually and organized by diverse teams, participation becomes more inclusive and balanced.

While institutional support is essential, real change ultimately depends on individual choices. Every student can take a small step outside their comfort zone: sitting with someone new in the cafeteria, inviting a classmate from another country to study together, or starting a conversation that goes beyond basic introductions. These moments may feel uncomfortable at first, but they are often the beginning of meaningful relationships. The University of Cassino reflects the diversity of today's global society. However, diversity alone is not enough. It is through daily actions, shared meals, collaborative work, and open conversations, that parallel lives gradually become a shared community. Next time you walk across campus, consider inviting someone new to join you. That simple gesture may be the first step toward turning diversity into belonging.

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STAFF WRITERS

Niloufar Cheraghnoorani

Maklit Mulugeta Fentaw

Parmida Ghorbani

Motahareh Gholizadehsarvandi

Eyael Nigussu Gudeta

Wengelawit Mangistu

Giovanni Patriarca

EDITOR-IN-CHIEF

Motahareh Gholizadehsarvandi (Lily)

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