Marketing territorial stratégique
Objectifs, outils et pratique

Paola Elia Morris
Executive Manager
Piemonte Agency - Invest in Torino Piemonte

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- Piemonte Agency and the attraction of investments
- Value proposition and local resources
- Communication and Marketing for competitive positioning
- Success stories
Piemonte Agency for Investment, Export and Tourism

Piemonte Agency is the first Italian regional agency dedicated to internationalisation that brings together institutional development actors, public and private business associations, the academic and research worlds.

Piemonte Agency focuses chiefly on attracting foreign direct investment, increasing the presence of local companies and their competitiveness on international markets, and promoting the region’s tourism offer and products worldwide.

Piemonte Agency is the unique, free reference point for companies wishing to locate in Piemonte.
The commitment of the local system

OUR STAKEHOLDERS

Regione Piemonte (Regional Authority)

Unioncamere Piemonte (association of regional Chambers of commerce)

OTHER MEMBERS

Chambers of Commerce, Public and private business Associations, Politecnico di Torino, Università degli Studi di Torino and Università del Piemonte Orientale (University of Torino, Alessandria, Novara and Vercelli)
The Mission

On behalf of the promoters, our activities and services aim at:

- attracting foreign investment and creating new opportunities of qualified labour
- promoting the presence and the competitiveness of local companies on international markets
- promoting the regional agrifood excellence abroad
- promoting the region's tourist offer and products worldwide
- planning technical training on Foreign Trade for local and foreign executives, managers and officers
The goal of the Invest in Torino Piemonte area is to attract high added value investment through:

- the region’s competitive positioning
- the development of attractiveness factors
- the networking of new investments
- the consolidation of foreign companies already active in Piemonte
Regional marketing and the attraction of FDI

Local economic development

- Local market and actors
  - Creates the conditions
  - Maximises and promotes
  - Develops strong points
  - Value proposition

Investment attraction

- International FDI Market
  - Financial
  - Production
  - M&A
    - Growth in employment
    - Clusters
    - Know-how
    - International market integration
    - Spillover and T.T. development

REGIONAL COMPETITIVENESS

www.investintorinopiemonte.org
www.centroestero.org
A historical orientation to internationalization

- 1865  Torino City Council addresses a message to foreign entrepreneurs inviting them to invest in Piemonte

- 1976  Foundation of Foreign Trade Centre of Piemonte Chambers of Commerce first organisation to support and advise local companies on foreign markets

- 1996  Foundation of Invest in Torino and Piemonte (ITP), first Italian regional agency committed to FDI attraction

- 2006  The Regional law 13/2006 establishes the Piemonte Agency for Investment, Export and Tourism, which incorporates the competencies of different organisations with the aim to reinforce the positioning of regional internationalisation

- 2008  First and only Italian regional law dedicated to attract FDI in Piemonte and creates the Regional Investment Contract, to grant investors, financial aid and strict control over timings and procedures
First in Italy, Torino took on the challenge in the 1990s

- The rise in unemployment, as a consequence of the **industrial crisis**, especially in the automotive sector
- The **relocation of Piemonte’s SMEs** towards nearby France and then Eastern European countries
- The need to **diversify the traditional production base**, also to tackle the growing complexity of markets
- The **awareness of the importance of attracting FDI** against the trend of previous years

**Place marketing assumed fundamental importance:** in 1992 Torino organised the 1st national conference on regional marketing
The first place marketing project began in Piemonte

1997: Authority for Telecommunications Torino bid


1998: one of the Promoters of Torino Internazionale

2000: 1st Strategic Plan for Torino
A deep interaction among the actors

**Regional Level**
- **Piedmont Region**
  - (strategic and delivery)
  - Budgetary and legislative body
- **Finpiemonte**
  - Financing body of Piedmont region

**Provincial Level**
- **Province of Turin**
  - traditional strength in education and culture
  - weak economic development role but increasing strategic remit
  - strategic and delivery

**Local Level**
- **City of Turin**
  - (strategic)
  - not solely responsible for economic development
  - strength is political e.g. Mayor spearheads Strategic Plan and Torino Internazionale
- **Turin Polytechnic**
  - (strategic and delivery)

**Private Sector**
- (strategic and delivery)
  - bank foundations
  - business associations
  - City of Turin CCI

**AD HOC / SPECIAL UNITS CREATED BY ALL ACTORS ABOVE, ESPECIALLY IRON TRIANGLE**
- ITP
- Turismo Torino
- TOROC
- Torino Internazionale
- Istituto Mario Boella
- Foreign Centre of Unioncamere

**“IRON TRIANGLE”**
Piemonte is strongly oriented to internationalization

- Between 2003 and 2007 three Italian regions absorbed 50% of national FDI inflows: they are Lombardia, Piemonte and Lazio.

- Among Italian regions, the region’s international performance overcomes the Italian average in FDI attractiveness, trade, training and foreign presence.

- Some figures:
  - more than 66% of companies have foreign clients and exports make up 10% of the entire national total;
  - about 700 foreign companies in the manufacturing and services sectors have already made Piemonte their base employing more than 105,000 people.

- In Torino area 137 Italian headquarters are located with 24,000 employees for an overall turnover of € 5.8 billion.

*Fonte: Unioncamere, Rapporto sull'internazionalizzazione del Piemonte 2008*
An ideal location for FDI

- 700 foreign companies located, second Italian region for FDI
  [source: R&P Database 2008]
- Over 450,000 companies active in Piemonte
- Torino and its greater area rank first nationally according to the FDI attraction index
  [source: Osservatorio Ambrosetti, 2007]

### FDI by country of origin

- France: 17%
- Germany: 17%
- Japan: 5%
- United Kingdom: 8%
- The Netherlands: 3%
- Spain: 24%
- United States: 13%
- Sweden: 5%
- Switzerland: 5%
- Other Countries: 3%

### FDI by sector

- Mining and Quarrying: 0.45%
- Manufacturing: 59%
- Building and Construction: 4%
- Power and Utilities: 5%
- Wholesale: 1%
- Logistics and trasport: 2%
- Professional services: 29%

source: R&P Database 2008]
From 1997 to 2007 over 90 foreign companies attracted

Over **90 companies** attracted to Piemonte from the main European countries, the US, Italy and new emerging nations: the first Chinese firms arrived in Torino in 2005

“Capital investment always flows where it is best treated”

Alex Trotman, President and CEO, Ford Motor Company
In 2008 650 mil. Euro of new investment

Investments started in 2008 amount to €650 mln. with direct employment of 1,000 people in 5 different districts.

- AUDIKA
- FAURECIA
- HORIZON
- DISCOVERY
- SILFAB
- WAC
- ARCHIMEDE ENERGIA
- FLORETTE
- HOSEO
- ANSALDO FUELL CELLS
• Piemonte Agency and the attraction of investments
• Value proposition and local resources
• Communication and Marketing for competitive positioning
• Success stories
2009-2013 programme of activities

- **Line 1**: Value proposition construction
- **Line 2**: Communication and marketing for the competitive positioning of Piemonte
- **Line 3**: Specialist technical assistance for potential investors
- **Line 4**: Regional investment contract
- **Line 5**: Development/consolidation of FDI present in Piemonte
- **Line 6**: Regional promotion (Mipim, EIRE, Expo Real)
Value proposition construction

Real estate offer:
- investments for industry, HQ, R&D centres, business centres

Competencies:
- innovation hubs, universities, Politecnico, R&D bodies, business centres

Industrial and commercial networks of relations

Human resources:
- reliability and education

Financial support:
- incentives, aid and tax measures

Industrial tradition, know-how:
- districts, clusters, supply chains, regional and R&D systems

Reliability, timing and location procedures

New excellences:
- ICT, energy, ITS, biotechnologies, nano technologies

THE PRODUCT
Regenerating sites by means of Structural funds and PPP

- 6 Science and Technology Parks: 93,000 sqm
  - 175 Meuro invested
  - 118 companies located
  - 1,000 employees
  - 4 incubators

- 6 Integrated Development Poles: 2.6 million sqm
  - 184 companies in operation, 5,300 employees

- 133 equipped areas: 190 Meuro invested

- 168 projects to recover and re-use degraded sites (Lingotto, Savigliano, Alenia): 400 Meuro invested
  - 487 integrated area projects: 182 Meuro

- 17 plants for waste treatment and re-use of industrial waste
  - 48 Meuro invested
Torino New Economy, 300,000 sqm. to promote integration between manufacturing, RTD activities and top-level training
Politecnico business R&D Centre: an opportunity for

Labs and facilities are dedicated to develop RTD projects and training in cooperation between Politecnico and both Italian and foreign companies.

“The product
Network of relations”

“There is fertile ground for new partnerships. The research centers of Motorola, GM and Microsoft, are bringing Torino in the limelight. We want to be there, too.”

MIT, Boston

“We chose Torino for its quality of research: fantastic.”

Jennifer Tour Chayes, Microsoft

www.investintorinopiemonte.org
www.centroestero.org
Human Capital

- The most important international organisations have training centres in Torino:
  - **ILO-ITC**, Training Centre of the International Labour Office
  - **UNICRI**: the agency that studies criminal phenomena
  - the **Staff College**, the agency that prepares managers and operatives for the United Nations.
  - the **European Training Foundation** (ETF), an agency of the EU that promotes innovation in the field of human resources in developing economies

- Major training structures in Piemonte
  - 4 Universities: **Turin University**, **Turin Polytechnic**, **University of Eastern Piemonte**, **University of Gastronomic Sciences**
  - 5 centres providing specialist Masters degrees: University - Corep - SAA - ESCP/EAP - Carlo Alberto
A favourable environment for R&D

- Over 220 public and private R&D centres
- 25% of overall Italian private investments in R&D – 1st Italian region
- 2.5% of Piedmont GDP is invested in innovation
- 1st Italian region for collaboration between universities and industries
- 2nd Italian marketplace for venture capital operations
- Sound industrial tradition, top level research activities AND financial support make Torino and Piemonte the ideal location to develop successful activities in strategic sectors for innovation and technology…
The regional strategy: renewable and alternative energy

- Piemonte primary objective is to build a sustainable future and to reach energy independence within 2030: the 2008 has been declared “the year of energy”

- The Region has set a target for 2020:
  - Achieve 20% of renewables, 20% in savings and 20% reduction of greenhouse gases through the development of renewable technologies

- The regional strategy focuses on promoting a long term eco–sustainable economic growth through:
  - Demand pull: allowing growth of renewable energy consumption and energy efficiency in order to minimise the environmental impact of the manufacturing systems and the private and public civil uses
  - Offer push: support the creation/development of new production chains in the renewable energy industry
Clusters: Intelligent Transport Systems

- Piemonte tradition in car manufacturing drives the development of strong competencies in the monitoring and management of mobility.
- Piemonte Region, Province and City of Torino have launched structural actions in order to reinforce and promote the “InfoMobility Cluster”
The industrial tradition: Automotive

Piemonte is best-known around the world for automotive and top car design

Piemonte region is home to a unique automotive district, a truly extraordinary concentration of know-how and skills that encompasses the entire design and production cycle, from concept to finished vehicle.

- over 1,400 companies, 75,000 employees, over € 15 billion turnover
- 70% of national exports of cars and components
- 50% of European patents from Piemonte originate from the automotive sector
- 100 million cars manufactured around the world with the design, know-how and components made in Piemonte

www.investintorinopiemonte.org www.centroestero.org
The competencies: world class industrial design

- World-famous design centers are located in Piemonte and by operating in a design-focused environment, companies easily meet the preferences and tastes of the Europeans.
- On September 2005, ICSID-International Council of Societies of Industrial Design officially named the city of Torino the first World Design Capital.
- In 2008 Torino is host to the World Congress of Architects.
New districts: aerospace…

- Since 2008 Piemonte Region is home to the **Italian multiregional aerospace district**
- Over 300 aerospace companies
- About 10,000 employees
- € 2.2 billion turnover
- Major segments:
  - Aeronautics: aircraft, engines, ground equipment, sub-systems
  - Space: satellite, rockets, engines, ground equipment, sub-systems

- The aerospace district is based around the **Ground Testing Centre of Alenia Aerospazio** in Torino Airport which hosts the **largest anechoic chamber** in Europe to test electromagnetic compatibility of systems and aircrafts

- **€ 29 million have been invested** by Alenia to create the Ground Testing Centre (40% infrastructures 60% equipment)
...and Information Communication Technology

- **Torino Wireless, a leading national initiative**
  - an ICT-based Technology District in Piemonte
  - brings together the Italian Ministry of Research, Local Government, University research, leading Italian and Foreign companies, Banks and Foundations
  - a model of local development accelerating the impact of R&D

- **A strong ICT sector**
  - First Italian region in number of employees
  - 13,250 SMEs and world class companies
  - CSI – Piemonte, a unique ICT player in Europe in public services
  - 20% of national patents
  - 5% of regional GDP

- **Areas of specialisation**
  - Multimedia, Security, ITS, ERP, Industrial automation, Telecommunications, Finance, Hardware/Firmware development
New excellences: Life Sciences and Nanotechnology

- **Life Sciences:**
  - Strategic position right in the center of one the most dynamic biotech areas in Europe home to the Bioalpine Cluster co-founded by BioIndustry Park Piemonte.
  - An extended network of cooperation: science and technology parks, bank foundations, the Foundation for Biotechnology, the Human Genetics Foundation, public and private research and training institutions, incubators, clinical institutes, dedicated venture capital
  - 800 public research groups (60% of them in Biomedicine)

- **Micro and Nanotechnology:**
  - Strong competencies in materials, MEMS/NEMS, agriculture and food engineering, chemicals, energy and environment
  - Centres of excellence: Latemar (diagnostic therapeutics), NIS (Nanostructured and interfaces and surfaces), DISMIC (Dept. Of materials, sciences and chemical engineering), NanoSISTEMI, ISTEC (Ceramics materials sciences), INRIM (Natl. Institute of metrological research)
Innovation Hubs for a competitive system
The Regional Investment Contract is an innovative Regional Law (Measure INT 2, Regional Law 34/2004)

- Aimed to encourage the arrival and development of investment in industry, services and research from abroad
- An effective support to business through:
  - guaranteed and agreed timing and strict control over procedures
  - funding tailored to actual needs of companies
  - an obligation agreement implemented by bringing together institutions, public bodies and private actors, all sharing in the location process

- A financial tool directly managed by Piemonte Agency
Recipients and sectors, initiatives

**Recipients**
- Large companies and SMEs wishing to locate a production or R&D unit in Piemonte
- Public bodies and local authorities, Universities and R&D bodies operating in Piemonte, as they contribute directly to the new investment

**Sectors**
- Production of innovative goods and services, renewable energy

**Initiatives**: the measure aims to support investment programmes, for an eligible sum of no less than € 1 million and of a duration of no more than 48 months, which envisage:
- the creation of new manufacturing or services facilities and HQ
- the creation of R&D centres, competency centres, laboratories
- the renovation, technological and innovative conversion of an existing production facility, the re-activation of inactive plants or facilities
Form and extent of financial support

- **For companies**
  
  grants and/or soft loans (regional revolving fund)
  - up to € 10,000,000 for companies
  - up to € 10,000,000 for new R&D centers and R&D projects, only if conducted by large companies

  **maximum extent of aid:**
  - 20% for investment programmes
  - 50% for industrial research up to 65% if a local public R&D partner is involved
  - 25% for experimental research up to 40% if a local public R&D partner is involved

- **For public bodies and local authorities**
  
  - soft loans and/or grants to a maximum of € 5 mln (80% of eligible costs)

- **For universities, research bodies, etc.**
  
  - grants up to a maximum of € 2 mln (80% of eligible costs)
Value proposition construction /2

THE ACTORS

World of research and innovation, research bodies

Chambers of Commerce

Business system and association bodies, developers

Provincial and local working groups

Regione Piemonte

Public and local bodies, development agencies

Technical task-forces for each Piemonte district

Financial system, seed and venture capital

Education system professional, advanced and specialised
- Piemonte Agency and the attraction of investments
- Value proposition and local resources
- Communication and Marketing for competitive positioning
- Success stories
Communication for competitive positioning: concepts

- the intelligent location
- quality business destination
- European research platform
- bridge to Europe
- multiple points of excellence
- timing and funding
- problem solving
Communication for competitive positioning: tools
Marketing for positioning and attraction: target countries

**Advanced industrial countries**
- Emphasis on Piemonte’s **competencies in R&D and innovation**
- Promotion of vocations and projects of **local territorial systems** with segmentation by areas of specialisation / sectors of excellence
- Promotion of the **Regional Investment Contract**
- Marketing to attract investment to the innovation hubs

**Emerging areas**
- Initiatives with ICE, MAE, “sistema Paese”
- Construction of close-knit network of relations
Marketing: target groups and activities

- Multinationals already present in Italy and Piemonte
- Foreign companies in target countries
- Business communities, clusters, business associations, consultancy networks, banks
- Italian Chambers of Commerce abroad/foreign ones in Italy
- Institutions and their representatives, international economic bodies
- National and foreign media, opinion leaders, opinion makers
- Piemonte Agency and the attraction of investments
- Value proposition and local resources
- Communication for competitive positioning
- Success stories
A tool of communication and promotion: the database

Why to create a DB of location/grants opportunities?

- **Visibility**
  Ensure maximum visibility to the complete range of offer

- **Segmentation of offer**
  Facilitate identification of real estate opportunities / grants and incentives by using different keys of access

- **Service**
  Give proof of a “vocation” to service
  Offer free information otherwise expensive or time consuming

- **Optimisation**
  An essential tool for operators and collaborators

- **Effectiveness**
  Prove efficiency and effectiveness in creating/providing service

… by creating dedicated databases
# Data sheet on financial opportunities

## Ricerca Guidata delle Agevolazioni

### Settori di attività
- Industria
- Servizi - Terziario
- Agricoltura
- Turismo
- Artigianato
- Commercio
- Altro

### Beneficiari
- Piccole e medie imprese
- Grandi imprese
- Cooperative
- Consorzi

### Tipologia di investimento
- Partecipazione finanziaria
- Immobili
- Macchinari, impianti, attrezzature
- Hardware e informatica
- Innovazione tecnologica
- Ricerca & Sviluppo
- Creazione d'impresa
- Ambiente, energia
- Qualità
- Promozione
- Occupazione
- Formazione
- Internazionalizzazione: export e investimenti
- Consulenza

### Caratteristiche geografiche

Selezionare la PROVINCIA, la PROVINCIA e il COMUNE d'interesse, oppure non selezionare alcuna voce per comprendere tutto il territorio.

<table>
<thead>
<tr>
<th>Provincia</th>
<th>Qualsiasi ▼</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comune</td>
<td>Qualsiasi ▼</td>
</tr>
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</table>
VII Programma Quadro di Ricerca Sviluppo Tecnologico e Dimostrazione dell’Unione Europea

SETTORI:
Tutti i settori produttivi

BENEFICIARI:
Possono partecipare entità legali di tutti gli Stati Membri e gli Stati Candidati dell’UE. È prevista inoltre la figura di “Stato Associato”, cioè un Paese terzo che, pur non volendo aderire all’UE, contribuisce con una quota finanziaria al budget del Programma Quadro e vi può quindi partecipare a pieno titolo. Possono partecipare inoltre organismi internazionali di interesse europeo ed il Centro Comune di Ricerca della Commissione, che ’contano’ come un Paese a se stante ai fini della partecipazione minima. In linea generale, il partenariato minimo è formato da 3 organismi di 3 Paesi UE, Candidati o Associati diversi (con eccezioni per i programmi IDEE e PERSONE, per consorzi che da solo soddisfano i criteri della partecipazione minima, o dove specificato diversamente nel bando). Altri Paesi terzi potranno partecipare secondo le modalità indicate nel bando, sulla base di una valutazione progetto per progetto.

INVESTIMENTI:
- Attività di coordinamento di azioni di ricerca o di formazione intorno ad uno stesso obiettivo e trasferimento di conoscenze (reti di eccellenza);
- Attività di ricerca e sviluppo tecnologico - RST - (ricerca collaborativa), intesa come progetti che consentono di acquisire nuove conoscenze utili per mettere a punto nuovi prodotti, processi e/o servizi o per determinare un notevole miglioramento di quelli esistenti e/o per rispondere alle esigenze delle politiche comunitarie;
- Attività di dimostrazione, intesa come progetti destinati a comprovare la validità di nuove tecnologie che offrono...
Data sheet on location opportunities
An example

<table>
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<tr>
<th>Provincia</th>
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<th>Lotto mass. (mq)</th>
<th>Sup. fond. disp. (mq)</th>
<th>Stato intervento</th>
<th>Destinazioni d’uso</th>
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67 risultati trovati

? GEOREFERRIZZAZIONE
indietro stampa elenco nuova ricerca

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C5.6: a success story in the biotechnology field

- **The company**
  - C5.6 Technologies, founded in the United States, develops and markets enzymes for new processes of biofuel production.
  - C5.6 Technologies is able to discover biomolecules through an innovative technology in order to convert agricultural and forestry feedstocks to 5 and 6 carbon sugars for processing into biofuels.
  - C5.6 uses its own Platform Technology to produce new enzymes by non-cloned genetic material.
The project involves local competencies

- **The investment project**: The creation of an R&D Center based on the production of enzymes to be used during the hydrolysis process. The hydrolysis process is the 2nd step in the production of bioethanol by wood-cellulose materials.

- **The Location**: Science and Technology Park of Rivalta Scrivia, near by Alessandria (Southeast Piemonte)

**The Collaboration with:**
- the Environmental and Life Science Department of the University
- the local Consortium Proplast
- an Italian large company

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[Diagram showing the collaboration with University, Science and Technology Park, Mossi & Ghisolfi Group, and C5.6]
Paradoxically the enduring competitive advantages in a global economy lie increasingly in local things: knowledge, relationships, motivation that distant rivals cannot match.

THANK YOU FOR YOUR ATTENTION!
Contacts

Piemonte Agency for Investments, Export and Tourism

Corso Regio Parco 27/29
10152 Torino
ITALY

Ph. + 39 011 6700511
Fax + 39 011 6700524
paola.morris@centroestero.org
www.investintorino.org