

MARCO BALZANO

Department of Economics, Management, Mathematics and Statistics
University of Trieste,
email: marco.balzano@units.it

EDUCATION AND TRAINING

From September 2024. Research Fellow in Management at the University of Trieste, Italy.

January 2025. PhD in Management with Honors. XXXVI cycle, Double PhD program at the Ca' Foscari University of Venice, Italy, and the SKEMA Business School, France.

January 2025. Doctor Europaeus distinction in recognition of compliance with European doctoral standards.

August 2024. Graduation at the Academy of Management Review's Bridge Reviewer Program, organized by the Academy of Management.

September 2021. Second-Level Integrated Master's Degree in Management Studies, Ca' Foscari University of Venice, Italy.

July 2020. MSc cum laude in Strategic Management and Consulting, "Marketing & Management," University of Trieste, Italy.

July 2018. BSc cum laude in Economics and Business Administration, "Business and Management," University of Trieste, Italy.

RESEARCH INTERESTS

Serendipity, Strategic Management, Technology Innovation, Methodology, Strategic agility, Business model innovation.

PUBLICATIONS

Refereed Journal Publications

1. Balzano, M. (2025). Post-Error Adjustments: Strategic Agility and Organizational Zemblanity. *California Management Review*, In production.
2. Marinelli, C., Balzano, M., & Bortoluzzi, G. (2025). The linguistic butterfly effect: The hidden cost of ambiguous translations in consumer decisions. *International Marketing Review*, In production.
3. Marzi, G., & Balzano, M. (2025), Artificial intelligence and the reconfiguration of NPD Teams: Adaptability and skill differentiation in sustainable product innovation, *Technovation*, 145, 103254. <https://doi.org/10.1016/j.technovation.2025.103254>
4. Giannozzi, A., Balzano, M., Magrini, A., Marzi, G. (2025). The entrepreneur and the ecosystem: Extending and operationalizing EE theory from an embeddedness perspective. *Journal of Technology Transfer*. <https://doi.org/10.1007/s10961-025-10205-x>

5. Balzano, M., Marzi, G., Turzo, T. (2025). SMEs and institutional theory: Major inroads and opportunities ahead. *Management Decision*, 63(13), 1–27.
<https://doi.org/10.1108/MD-05-2023-0734>
6. Marzi, G., Balzano, M., Caputo, A., Pellegrini, M.M. (2025). Guidelines for Bibliometric-Systematic Literature Reviews: 10 steps to combine analysis, synthesis and theory development. *International Journal of Management Reviews*, 27(1), 81–103.
<https://doi.org/10.1111/ijmr.12381>
7. Balzano, M., Marzi, G. (2024). At the Cybersecurity Frontier: Key Strategies and Persistent Challenges for Business Leaders. *Strategic Change*, 34(2), 181–192.
<https://doi.org/10.1002/jsc.2629>
8. Altman, E.I., Balzano, M., Giannozzi, A., Liguori, E., Srhoj, S. (2024). Bouncing Back to the Surface: Factors Determining SME Recovery. *Journal of Small Business Management*. <https://doi.org/10.1080/00472778.2024.2415302>
9. Balzano, M., Bunjak, A., Bortoluzzi, G. (2024). How relational and collective identification shape the relationship between individual ambidexterity and job performance. *European Management Review*. <https://doi.org/10.1111/emre.12684>
10. Kyrddoda, Y., Balzano, M., Vianelli, D. (2024). The formation of a sustainable organizational identity: Insights from Brazilian coffee producers. *Business Strategy and the Environment*. <https://doi.org/10.1002/bse.3975>
11. Balzano, M., Bortoluzzi, G. (2024). Time is running out: How design thinking shapes team innovation under time constraints. *European Management Journal*.
<https://doi.org/10.1016/j.emj.2024.08.003>
12. Balzano, M., Marzi, G. (2024). Osmice at the crossroads: The dialectical interplay of tradition, modernity and cultural identity in family businesses. *Journal of Management History*. <https://doi.org/10.1108/JMH-03-2024-0031>
13. Giachetti, C., Balzano, M. (2024). Hold or Hurry? How Firms Adjust Their Speed of Imitation in the Face of Technological Transitions. *Academy of Management Proceedings*, 2024(1), 1–6. <https://doi.org/10.5465/AMPROC.2024.120bp>
14. Balzano, M., Bortoluzzi, G., Bunjak, A., Černe, M. (2024). Should I stay or should I go? The interplay between scientific and entrepreneurial passion in shaping the frustration–intention relationship in the academia. *Higher Education Policy*.
<https://doi.org/10.1057/s41307-024-00348-1>
15. Ciacci, A., Balzano, M., Marzi, G. (2024). Optimising business models through digital alignment and strategic flexibility: Evidence from the manufacturing industry. *Journal of Management & Organization*. <https://doi.org/10.1017/jmo.2024.1>
16. Marzi, G., Balzano, M., Marchiori, D. (2024). K-Alpha Calculator–Krippendorff’s Alpha Calculator: A user-friendly tool for computing Krippendorff’s Alpha inter-rater reliability coefficient. *MethodsX*, 12, 102545. <https://doi.org/10.1016/j.mex.2023.102545>
17. Balzano, M., Garlatti Costa, G., Bortoluzzi, G. (2023). In search of normative goal alignment within organisations: The role of employee seniority and identification with the leader. *Sinergie Italian Journal of Management*, 41(3), 25–48.
<https://doi.org/10.7433/s122.2023.02>
18. Balzano, M., Marzi, G. (2023). Exploring the pathways of learning from project failure and success in new product development teams. *Technovation*, 128, 102878.
<https://doi.org/10.1016/j.technovation.2023.102878>
19. Annosi, M.C., Balzano, M., Ciacci, A., Marzi, G., Terlouw, J. (2023). Managing generational tensions toward digital transformation: A microfoundational perspective. *IEEE Transactions on Engineering Management*, 71, 13802–13813.
<https://doi.org/10.1109/TEM.2023.3285735>
20. Balzano, M., Bortoluzzi, G. (2023). The digital transformation of soccer clubs and their business models. *Impresa Progetto – Electronic Journal of Management*, 1.
<https://doi.org/10.15167/1824-3576/IPEJM2023.1.1527>

21. Kyrdoda, Y., Balzano, M., Marzi, G. (2023). Learn to survive crises: The role of firm resilience, innovation capabilities and environmental dynamism. *Technology in Society*, 74, 102285. <https://doi.org/10.1016/j.techsoc.2023.102285>
22. Marzi, G., Balzano, M., Egidi, L., Magrini, A. (2023). CLC Estimator: A tool for latent construct estimation via congeneric approaches in survey research. *Multivariate Behavioral Research*, 58(6), 1160–1164. <https://doi.org/10.1080/00273171.2023.2193718>
23. Altman, E.I., Balzano, M., Giannozzi, A., Srhoj, S. (2023). The Omega Score: An improved tool for SME default predictions. *Journal of the International Council for Small Business*, 4(4), 362–373. <https://doi.org/10.1080/26437015.2023.2186284>
24. Marrucci, A., Rialti, R., Balzano, M. (2023). Exploring paths underlying Industry 4.0 implementation in manufacturing SMEs: A fuzzy-set qualitative comparative analysis. *Management Decision*. <https://doi.org/10.1108/MD-05-2022-0644>
25. Valenza, G., Balzano, M., Tani, M., Caputo, A. (2023). The role of equity crowdfunding campaigns in shaping firm innovativeness: Evidence from Italy. *European Journal of Innovation Management*, 26(7), 86–109. <https://doi.org/10.1108/EJIM-04-2022-0212>
26. Altman, E.I., Balzano, M., Giannozzi, A., Srhoj, S. (2023). Revisiting SME default predictors: The Omega Score. *Journal of Small Business Management*, 61(6), 2383–2417. <https://doi.org/10.1080/00472778.2022.2135718>
27. Balzano, M. (2022). Serendipity in management studies: A literature review and future research directions. *Management Decision*, 60(13), 130–152. <https://doi.org/10.1108/MD-02-2022-0245>
28. Balzano, M., Vianelli, D. (2022). What contributes to locavorism as a consumer ideology? *British Food Journal*, 124(13), 460–477. <https://doi.org/10.1108/BFJ-02-2022-0164>
29. Pugliese, R., Bortoluzzi, G., Balzano, M. (2022). What drives the growth of start-up firms? A tool for mapping the state-of-the-art of the empirical literature. *European Journal of Innovation Management*, 25(6), 242–272. <https://doi.org/10.1108/EJIM-03-2021-0163>

Books, Book Chapters, and Other Publications

1. Balzano, M., Ciacci, A., Marzi, G. (2024). Digital business models: An evolutionary perspective on how digital technologies shape ecosystems. In Dabić, M., Svarc, J., Daim, T. (Eds.), *Digital entrepreneurship in science, technology and innovation*, 66–90. Edward Elgar Publishing.
2. Balzano, M., Bortoluzzi, G. (2024). *Strategic Agility in Dynamic Business Environments*. Springer. <https://doi.org/10.1007/978-3-031-58657-6>
3. Akbar, Y., Balzano, M., Bortoluzzi, G. (2022). The relationship between innovation and internationalisation of SMEs: A review of theoretical perspectives. In Dikova, D., Ipsmiller, E. (Eds.), *Research Handbook on Innovation in International Business*, 6–33. Edward Elgar Publishing. <https://doi.org/10.4337/9781800882942.00008>
4. Vianelli, D., Balzano, M. (2020). The role of country of origin on foreign retailers' strategies. In Pegan, G., Vianelli, D., de Luca, P. (Eds.), *International Marketing Strategy: The Country of Origin Effect on Decision-Making in Practice*, 119–148. Springer. https://doi.org/10.1007/978-3-030-33588-5_6

CONFERENCE PROCEEDINGS

1. Balzano, M. (2025). Fortune favors the happy mind in the right place: Examining serendipity drivers in entrepreneurship. *Academy of Management Conference*, Copenhagen, Denmark, July 25–29.
2. Liu, C., Altun, E., Balzano, M. (2025). Learning from the unexpected in entrepreneurship: Toward a behavioral theory of serendipity. Presented at the symposium “Managers’ and Employees’ Judgment and Decision Making: Novel Theoretical and Empirical Insights,” *Academy of Management Conference*, Copenhagen, Denmark, July 25–29.
3. Romanello, R., Balzano, M., Vianelli, D., Reardon, J. (2025). Does message framing influence corporate sustainability reputation? *CIMaR Conference*, Pavia, Italy, May 19–21.
4. Balzano, M., Černe, M., Knoll, M. (2025). Conceptualizing Bahramdipity in organizations as a barrier to serendipity. *European Congress of Work and Organizational Psychology*, Prague, Czech Republic, May 21–24.
5. Pegan, G., Balzano, M. (2024). Driving user stickiness in digital markets: Atmospheric and priming effects in sustainable fashion apps. *SIM Conference*, Milan, Italy, October 17–18.
6. Altun, E., Balzano, M., Liu, C. (2024). Learning from the unexpected: Towards a behavioral theory of serendipity. *INSEAD Doriot Entrepreneurship Conference*, Abu Dhabi, December 16–17.
7. Marzi, G., Balzano, M. (2024). Sustainable product innovation: Exploring the relationships between team diversity, team adaptability, and artificial intelligence. *Digital Transformation Society Conference*, Napoli, May 23–24.
8. Marzi, G., Balzano, M. (2024). The role of AI in fostering sustainable product innovation: Exploring the role of NPD team dynamics. *Sinergie-SIMA Management Conference*, Parma, June 12–13.
9. Balzano, M. (2024). Strategic agility in error management: Bridging theory and practice in strategic communication. *Sinergie-SIMA Management Conference*, Parma, June 12–13.
10. Balzano, M., Marzi, G. (2024). Navigating the cybersecurity landscape: Enduring lessons and open challenges in business management. *Sinergie-SIMA Management Conference*, Parma, June 12–13.
11. Marinelli, C., Balzano, M. (2024). The effect of translation quality on ideal consumers’ price: Evidence from a between-group design experiment. *MIC Conference*, Trento, Italy, June 5–8.
12. Altun, E., Balzano, M., Liu, C. (2024). Planning luck: On the root causes of serendipity and serendipitous value realization. Poster presentation, Carnegie School of Organizational Learning (CSOL) Academy, June 10–14.
13. Giachetti, C., Balzano, M. (2024). Hold or hurry? How firms adjust their speed of imitation in the face of technological transitions. *Academy of Management Conference*, Best Paper Proceedings. <https://doi.org/10.5465/AMPROC.2024.120bp>
14. Balzano, M., Bunjak, A., Bortoluzzi, G. (2024). Relational and collective identification in individual ambidexterity and job performance. *Slovenian Academy of Management Conference*, Belgrade, Serbia, June 20–21.
15. Balzano, M., Ciacci, A., Marzi, G., Jovanovic, M., Vlačić, B., Dabić, M. (2023). Disentangling the digital strategy landscape: An integrative literature review on digital business models. *Academy of Management Conference*, Boston, USA, August 4–8. <https://doi.org/10.5465/AMPROC.2023.14900abstract>
16. Balzano, M., Ciacci, A., Marzi, G. (2023). Digital alignment and strategic flexibility in shaping business model efficiency: Evidence from SMEs in the manufacturing industry. *Academy of Management Conference*, Boston, USA, August 4–8. <https://doi.org/10.5465/AMPROC.2023.14843abstract>

17. Balzano, M., Marzi, G. (2023). Unraveling the factors influencing team learning in new product development: Lessons from failure and success. *R&D Management Conference*, Seville, Spain, June 19–21.
18. Ciacci, A., Balzano, M., Marzi, G., Marrucci, A. (2023). Enhancing business model efficiency through digital alignment and strategic flexibility: Evidence from Italy. *R&D Management Conference*, Seville, Spain, June 19–21.
19. Balzano, M., Marzi, G. (2023). Agile approaches in NPD teams: Exploring team learning from project failures and successes. *IPDMC Conference*, Lecco, Italy, June 7–9.
20. Balzano, M., Kyrdoda, Y., Vianelli, D. (2023). Building an organizational sustainable identity: An exploratory analysis of Brazilian coffee producers. *Sinergie-SIMA Management Conference*, Bari, June 29–30.
21. Balzano, M., Marzi, G. (2023). Cultivating connections beyond the borders: A cultural and historical exploration of Osmiza/Osmica. *Online Reputation Management in Tourism and Hospitality Conference*, Florence, Italy, April 13–14.
22. Ciacci, A., Balzano, M., Marzi, G. (2023). Digital alignment and strategic flexibility in shaping business model efficiency: Evidence from SMEs in the manufacturing industry. *EURAM Conference*, Dublin, Ireland, June 14–16.
23. Balzano, M., Costa, G.G., Bortoluzzi, G. (2022). Aligning to the firm's strategic objectives: The role of time and identification. *Sinergie-SIMA Conference*, Milan, Italy, June 30–July 1.
24. Balzano, M., Vianelli, D. (2021). Locavorism: An overview of the literature and future research opportunities. *SIM Conference*, Ancona, Italy, October 14–15.
25. Balzano, M., Bortoluzzi, G., Carignani, G. (2021). Managing intersections between biology and management: The theory of business model horizontal transfer (BMHT). *Sinergie-SIMA Conference*, Paper Development Workshop, June 9; main conference June 10–11.
26. Lanari, M., Balzano, M., Bortoluzzi, G., Di Minin, A. (2021). How digitalization is shaping business model innovation in soccer teams. *Competitive Renaissance through Digital Transformation Conference*, Pavia, Italy, February 10–11.
27. Balzano, M., Bortoluzzi, G., Ndula, M.S. (2020). Exploring the main drivers of academic frustration: A systematic scale development. *Sinergie-SIMA Conference*, Pisa, Italy, September 7–8.

INVITED SEMINARS AND OTHER ACADEMIC ACTIVITIES

1. Balzano, M. (2025). Disruptive innovation in academia. Invited speaker, Doctoral Workshop, University of Zadar, June 4.
2. Balzano, M. (2025). Invited seminar. When Rivals Copy Market Signals and the Fate of Technology Innovators. University of Bologna, Department of Management, Bologna, Italy, May 22.
3. Balzano, M. (2023). Speed of imitation over an industry's technological evolution. Department of Management, Ca' Foscari University of Venice, July 3.
4. Balzano, M. (2023). The impact of technological discontinuities on speed of imitation of rivals' innovations: Evidence from the global mobile phone industry. SKEMA Business School, KTO Research Center, Sophia Antipolis, March 14.
5. Balzano, M. (2022). Growth drivers of startups: A learning game. Guest lecture, Department of Economics, Management, Mathematics and Statistics "Bruno de Finetti," University of Trieste, May 17.
6. Balzano, M. (2021). Strategic growth drivers of startups. Invited seminar, Department of Economics, Management, Mathematics and Statistics "Bruno de Finetti," University of Trieste, May 24.

7. Balzano, M. (2021). The era of Industry 4.0: New frontiers in business model innovation. 9th Picariello Lecture on Data Science, University Federico II of Naples, February 3.

TEACHING EXPERIENCE

1. Balzano, M. (2025). Focused laboratory: *Qualitative research in social sciences: Local entrepreneurs and Sustainable Development Goals*. University of Trieste, Spring Term.
2. Balzano, M. (2024). Lecture: *Guidelines for Bibliometric-Systematic Literature Reviews: 10 steps to combine analysis, synthesis and theory development*. PhD Program in Management, University of Trieste, November 21.
3. Balzano, M. (2024). Module: *Planning a Sustainable Strategy: Strategic Management*. Training program for Sustainability Managers, Lean Experience Factory, November 11.
4. Balzano, M., Gomiero, L. (2024). *Retail & Channel Management*. MSc Program, University of Trieste, Fall Term.
5. Balzano, M. (2024). *Management of Innovation*. MSc Program, University of Trieste, Fall Term.
6. Balzano, M. (2024). Lecture: *Growth Drivers of Startups: Theory and Learning Game*. MSc Program, University of Trieste, May 6.
7. Balzano, M. (2024). Lectures: *Error and Change in Strategic Management*. MSc in Political Sciences, University of Trieste, April–May.
8. Balzano, M. (2024). Lecture: *How to Conduct Meaningful and Relevant Bibliometric-Systematic Literature Reviews*. PhD Program in Management, University of Rome “Tor Vergata”, March 18.
9. Balzano, M. (2023–2024). Focused laboratory: *Qualitative research in social sciences: An analysis of benefit corporations*. University of Trieste, November–April.
10. Balzano, M. (2023). Lecture: *Growth Drivers of Startups: A Learning Game*. MSc Program, University of Trieste, May 15.

AWARDS

1. Balzano, M. (2025) Top Cited Article - International Journal of Management Reviews (Wiley–British Academy of Management), for the co-authored article with Marzi, G., Caputo, A., and Pellegrini, M.M., “Guidelines for Bibliometric-Systematic Literature Reviews: 10 steps to combine analysis, synthesis and theory development.
2. Balzano, M. (2025). *Fortune favors the happy mind in the right place: Examining serendipity drivers in entrepreneurship*. Nominated for the ENT Best Conference Paper Award, Academy of Management Conference, Copenhagen, July 25–29.
3. Balzano, M. (2025). *Fortune favors the happy mind in the right place: Examining serendipity drivers in entrepreneurship*. Included in *Best Paper Proceedings of the 2025 Academy of Management Conference*, Copenhagen. ISSN: 2151-6561.
4. Balzano, M. (2024) Top Cited Article - Journal of Management and Organization (Cambridge University Press, for the co-authored article with Ciacci A., & Marzi, G., “Optimising business models through digital alignment and strategic flexibility: Evidence from the manufacturing industry.”
5. Balzano, M. (2024). Included in the Worldwide Top Ten High-Impact Global MSMEs Researchers by the International Council of Small Business.
6. Balzano, M. (2024). Best Journal Reviewer Award – Top 2% Reviewer recognition, *International Journal of Production Research (IJPR)*.

7. Giachetti, C., Balzano, M. (2024). *Hold or hurry? How firms adjust their speed of imitation in the face of technological transitions*. Nominated for the TIM Best Student Paper Award, Academy of Management Conference, August 9–13.
8. Balzano, M. (2024). Outstanding Reviewer Award, SIMA Conference, Parma, July 5–9.
9. Marzi, G., Balzano, M. (2024). *The role of AI in fostering sustainable product innovation: Exploring the role of NPD team dynamics*. Mention Award for Best Paper, SIMA Conference, Parma, June 12–13.
10. Balzano, M. (2024). Best Conference Reviewer Award, Academy of International Business (AIB), Seoul Conference, July 3–6.
11. Giachetti, C., Balzano, M. (2024). *Hold or hurry? How firms adjust their speed of imitation in the face of technological transitions*. Nominated for the TIM Best Conference Paper Award, Academy of Management Conference, August 9–13.
12. Giachetti, C., Balzano, M. (2024). *Hold or hurry? How firms adjust their speed of imitation in the face of technological transitions*. Included in *Best Paper Proceedings of the 2024 Academy of Management Conference*, Chicago. ISSN: 2151-6561.
13. Balzano, M. (2023). Best Conference Reviewer Award, Academy of International Business (AIB), Warsaw Conference, July 5–9.

OTHER ACTIVITIES

Editorial responsibilities

1. Balzano, M. (2024–present). Associate Editor, *Journal of Small Business Management* (Taylor & Francis). [7 handling papers]
<https://www.tandfonline.com/journals/ujbm20/about-this-journal>
2. Balzano, M. (2024–present). Advisory Board Member, *Helicon – Business Management* Section (Cell Press).
<https://www.cell.com/helicon/business-management/editors>
3. Balzano, M. (2023–present). Editorial Review Board Member, *IEEE Transactions on Engineering Management* (IEEE).
<https://doi.org/10.1109/TEM.2023.3340509>
4. Balzano, M. (2023). Guest Editor, Special Issue: *Cognitive Biases and Heuristics in the New Product Development Process: A Call for More Empirical Evidence*. With Marzi, G., Magistretti, S., Liedtka, J. *IEEE Transactions on Engineering Management*, March 20.
5. Balzano, M. (2022–present). Associate Editor, *SN Business & Economics* (Springer). [2 handling papers]
6. Balzano, M. (2022). Guest Editor, Special Issue: *Consumer Ideologies in Times of Uncertainty*. With Lozza, E., Vianelli, D., Sesini, G. *Micro & Macro Marketing* (Il Mulino), October 3.
<https://www.mulino.it/riviste/a/issn/1121-4228/newsitem/335>

Referee work

Ad hoc reviewer for:

California Management Review; Journal of Technology Transfer; R&D Management; International Journal of Management Reviews; International Business Review; Industry and Innovation; IEEE Transactions on Engineering Management; Journal of Small Business Management; Group & Organization Management; Production Planning & Control;

International Journal of Production Research; Business Strategy and the Environment; Business Research Quarterly; Management Decision; Business Process Management Journal; Journal of Management & Organization; Journal of Organizational Change Management; European Journal of Innovation Management; Journal of Engineering and Technology Management; Technology Analysis & Strategic Management; Personnel Review; Eurasian Business Review; Journal of Business-to-Business Marketing; Journal of Fashion Marketing and Management; Journal of Management and Governance; Management Research Review; Strategic Change; Technology in Society; Sinergie Italian Journal of Management; Journal of Competitiveness; British Food Journal; International Journal of Public Sector Management; Journal of Industrial and Business Economics; Small Enterprise Research; Journal of Family Business Management; Baltic Journal of Management; Heliyon; Journal of Enterprising Communities; SN Business & Economics; Applied Economics Letters; Business Ethics, the Environment & Responsibility; Cogent Economics & Finance; Plos One; Journal of the International Council for Small Business; Micro & Macro Marketing; Global Business and Organizational Excellence; Economic and Business Review.

December 2022. Certificate of Excellence. Certified peer-reviewer of the Researcher Academy by Elsevier.

December 2022. Web of Science Academy Certificate “Reviewing in the Sciences” by Clarivate.

RESEARCH PROJECTS

1. New managers for the blue economy – Collaborator for scientific design and management.
2. PRIN – The contribution of humane entrepreneurship and purpose-driven companies to reimagining capitalism – Collaborator, University of Trieste.
3. Entrepreneurial ecosystem characteristics and their impact on ecosystem development and the ineffectiveness of support mechanisms – Collaborator for research design and data analysis, University of Florence.
4. Anticipating the future: new paradigms, new technologies, new skills – Collaborator for research design and data analysis.
5. PRIN – Communicating companies’ supply chain sustainability practices in a digital environment – Collaborator, University of Trieste.
6. The dark side of digital transformation: Cybersecurity and emerging business practices in the EU – Associated Investigator, IMT Lucca.

Il sottoscritto dichiara, inoltre, di essere informato, ai sensi e per gli effetti di cui all’art. 13 del Decreto Legislativo 196/2003 e ss., che i dati personali raccolti saranno trattati, anche con strumenti informatici, nell’ambito del procedimento per il quale la presente dichiarazione viene resa.

Gorizia, 4 giugno 2025

Fatto, letto e sottoscritto,

Marco Balzano