

Study on the social enterprises ecosystem in Emilia-Romagna



RaiSE

Enhancing social enterprises competitiveness through improved business support policies

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Contents

Summary

- 1. Definition and Criteria in the regional context**
- 2. Characteristics and development of social enterprises**
- 3. Needs assessment and main challenges for scaling social enterprises**
- 4. Ecosystem of business support tools and instruments**
- 5. Gap analysis and policy recommendations**

Annex 1 Interview Grid

Annex 2 Summary of the Interviews

Bibliography

Sitography – enterprises involved in the mapping

SUMMARY

This research project was carried out within the framework of the European RaiSE Interreg Europe project, whose objective is to improve regional policy instruments for the competitiveness and sustainability of social enterprises. The development agencies involved in the project - from Emilia-Romagna, Catalonia, Ireland, Scotland, Hungary (Budapest) and Orebro (Sweden) - mapped the economy and social entrepreneurship ecosystems in their respective regional contexts, bringing out a highly varied and interesting scenario. ERVET internal working group, in charge of mapping and analysing the needs of the Emilia-Romagna social cooperatives and enterprises, involved the regional project stakeholders (Emilia-Romagna Region, Legacoop, Confcooperative, AGCI, Forum del Terzo Settore, Aster, ANCI). These contributed to identifying the survey sample whilst AICCON (Italian Association for the Promotion of the Culture of Cooperation and Non Profit) supported the work from the scientific point of view.

Chapter 1 of the research report outlines the framework for social enterprises starting from the definition given by the European Commission and describes the social economy context in Emilia-Romagna. Chapter 2 explores the characteristics of social enterprises from a legal point of view in Italy and Emilia-Romagna, by highlighting the potentials, and characteristics of social enterprises and cooperatives in Emilia-Romagna. Chapter 3 describes the methodological approach used to carry out the survey, the way in which the sample was selected and the interview grid was constructed. This chapter also includes an analysis of the data collected for each company in terms of:

- Mission and organizational culture,
- Main areas of activity;
- System of relations;
- Change processes;
- Strategic development lines;
- Social impact;
- Organizational development;
- Geographical reference size;
- Perception of the need to change;
- Training for employees;
- Entrepreneurship and economic resources

Chapter 4 outlines the ecosystem of policy and financial instruments supporting social enterprises at national and regional level, while Chapter 5 presents policy recommendations to promote the competitiveness of social enterprises. Annex 1 contains the grid of the interview administered to the managers of the mapped social enterprises while Annex 2 features a summary of the 21 interviews that were conducted.

1. Definition and Criteria in the regional context

Recently, policies at national and European level have recognised the importance of social enterprises in contributing to development, promoting growth, triggering virtuous paths to exit from the crisis and reducing unemployment. This originates from the common awareness – also confirmed by research, studies and official documents of the European Union - of the need to promote the overcoming of the traditional binary model of market-plus-State in order to achieve the progress objectives that the European countries have set themselves. Although there is now widespread use of the term **social enterprise** and gradual agreement on its meaning at the European level, social enterprises are still conceived in very different ways in the individual national laws, in the strategic policies, and even in the relevant literature. In the “Social Business Initiative”, launched in 2011 to promote the development of a more competitive social economy market, the Commission defined the social enterprise as a business characterised by the following:

- **social aims and the common good** as the main reason of any commercial activity, often accompanied by a high degree of social innovation;
- **reinvesting earnings** in order to achieve the social objectives set;
- **internal organization** that reflects the social and ethical nature of business through democratic and participatory decision-making processes inspired by the idea of social justice.

The 2014 report titled “A map of social enterprises and their eco-systems in Europe¹” and its 2016 update make this definition effective by identifying three dimensions, which in turn are made up of several indicators. The first dimension, called entrepreneurial, refers to the provision of goods and services which distinguish social enterprises from non-profit enterprises. The social dimension, on the other hand, reflects the social inclination of an enterprise within the wider for-profit market scenario. Finally, the governance dimension aims to recognise the actual social orientation of such an enterprise, expressed through the inclusion of social objectives as the foundation of the organization and implemented through mechanisms of “locking in” the objectives. A social enterprise therefore arises from the combination of the three elements mentioned above.

It is part of the broader spectrum of Social Economy which is defined as follows: “*all formally constituted enterprises with decision-making autonomy set up to meet the needs of their members through the production of goods and the provision of services (including insurance and financial ones), where both the decision-making process and the distribution of profits are not directly linked to the share of capital paid in by each member².*”

¹ European Commission (2016), *Social enterprises and their eco-systems: Developments in Europe*

² CIRIEC (2007), *The Social Economy in the European Union*, publication for the EESC, in: <http://www.socialeconomy.eu.org/IMG/doc/A_DI_CES97-2007_DI_en-rev.doc>.

The Emilia-Romagna Region has long been engaged in a process of revising the concept of development to highlight the important role of the social dimension, through the development of integrated instruments aimed at promoting Social Economy in its geographical area. The survey titled "*Un altro welfare: esperienze generative*³" (Another welfare: generative experiences) - carried out in 2011 by the Regional Social Policy Department, ERVET and AICCON - has brought out the value generated by the Social Economy. The Social Economy represents one of the "products" with the highest added value in the Region, one which has played and continues to play a decisive role both in terms of social cohesion and leverage for local development. Social Economy organizations also represent a point of excellence in the territory: the presence and activity of social enterprises, social cooperatives, associations and voluntary organizations contribute to create and consolidate the regional social and economic fabric. Indeed, the Social Economy and the added value it produces in a certain area (at economic, social, institutional, cultural or environmental level), contribute to improving its competitiveness with a positive impact on the community, the local businesses and the functioning of the Public Administration. Alone the presence of non-profit organizations in a certain area is a proxy indicator of development. A competitive territory favours the competitiveness of companies which are based there and generates innovative processes at different levels. The literature has repeatedly analysed the close link between competitiveness and the relations established within a certain area. The systematic and permanent interaction of the three vertices of the triangle representing the whole of society, i.e. the vertex of the political and institutional sphere, the vertex of the commercial sphere and the one of the civil sphere, becomes fundamental for the development and growth of a community⁴. As pointed out in the "*Welfare e Benessere: il ruolo delle imprese nello sviluppo della comunità*⁵" (Welfare and well-being: the role of enterprises in community development) study in 2014, policies and practices that increase the competitiveness of a company also improve the economic and social conditions of the communities in which it operates.

³ Regione Emilia-Romagna (2011), *Un altro welfare: esperienze generative*, in: <http://sociale.regione.emiliaromagna.it/documentazione/pubblicazioni/ricerche-e-statistiche/ricerca-welfare.pdf>

⁴ Zamagni, S. (2012), *Lo sviluppo dell'Economia civile*, in P. Venturi e S. Rago (a cura di), *Federalismo fiscale e disuguaglianze territoriali: il ruolo dell'Economia civile*, proceedings of Le Giornate di Bertinoro 2011 – XI ed., AICCON

⁵ Regione Emilia-Romagna (2014), *Welfare e Ben-essere: il ruolo delle imprese nello sviluppo della comunità*, in http://sociale.regione.emilia-romagna.it/documentazione/pubblicazioni/prodotti-editoriali/ricerca-201cwelfare-eben-essere-il-ruolo-delle-imprese-nello-sviluppo-della-comunita/at_download/file

The enterprise thus becomes a primary actor in development through the creation of shared value, i.e. the creation of economic value on top of value for the society, thus responding to its needs and challenges⁶ (Figure 1).



Fig. 1 – La creazione di valore condiviso

Fonte: Venturi, Raqqo (2013)

This survey investigates some case studies concerning shared value production by for-profit businesses that are based in the regional territory. The case studies have shown that the generation of shared value in different ways has positive effects both internally (e.g. in terms of efficiency, business culture, growth of employee skills) and externally, affecting the improvement of social cohesion or the relationship with the Public Administration. Because of the high number of Social Economy organizations that are present in the region and because of the structure and type of relationships established with those organizations and for-profit enterprises in a perspective of territorial development and co-production of welfare services, the Emilia-Romagna model is of national importance.

In the Emilia-Romagna Region, the Social Economy sector is therefore one of the most dynamic in all Italy, with significantly and consistently growing numbers both in terms of business operations and paid workers (employees and external workers). According to the last 2011 Census of Non-Profit Institutions, the Social Economy organizations of the Emilia-Romagna Region accounted for 8.24% of a total of 28,947 institutions actively working in Italy and employed **13.7% of the total of paid workers** (employees, external workers and temporary workers) and **428,550 volunteers** (9% of the national total).

2. Characteristics and development of social enterprises

When considering social enterprises in Italy, at least 2 categories may be identified:

1. on the one hand, the organizations that have complied with the current legislation, adopting the status or civil law qualification of "**social enterprise**" (Legislative Decree 155/2006);

⁶ Porter, M.E., Kramer, M.R. (2011), *Creating Shared Value*, in Harvard Business Review, January-February.

2. **social cooperatives** which, in practice, have the same incorporation characteristics as the social enterprises established in compliance with the law (Law No 381/1991)⁷.

According to more recent data (as of December 31, 2016, source: Ministry of Labour and Social Policies), there are 1,367 law-compliant social enterprises, employing 16,474 employees and 2,700 volunteers with a production worth EUR 314 million. Instead, social cooperatives number 12,570 units, with 513,052 employees, 42,368 volunteers and a production value of about EUR 10 billion. Overall, in Italy, cooperatives and social enterprises meet the needs of over 5 million beneficiaries. The results are quite significant in terms of employees, beneficiaries and production value, especially considering the critical situation at macro-economic level and in the welfare segment where most social enterprises are active (social welfare services, job integration of disadvantaged people). This is a context where major contrasting challenges actually converge: the cuts and rigidities of public finance, the difficulties in grouping the existing needs into a collective demand for public goods, the growing number of competitors not only internally but above all externally to the social economy.

Analysing the potential of social entrepreneurship in Italy, this category could include: legally recognised social enterprises - social cooperatives and social enterprises as per law - non-profit market-oriented organizations, i.e. associations, foundations, voluntary organizations, religious bodies that share the fact that over half of their economic resources come from market exchanges and that they have at least one employee in-house, as well as innovative start-ups with a social purpose (SIAVS) and benefit corporations (Table 1).

<i>Tipologie</i>	<i>n. unità</i>
<i>Non profit market oriented (escluse cooperative sociali)</i>	11.940
<i>Cooperative sociali</i>	16.918
<i>Imprese sociali ex lege</i>	1.367
<i>SIAVS</i>	150
<i>Società benefit</i>	105
Totale	30.480

Tab. 1- Il potenziale di imprenditorialità sociale in Italia (Elaborazione Symbola-AICCON su dati Istat 2011, Registro Imprese/Startup innovative 2016, 2017)

More specifically, the transition of non-profit organizations into economically and business-oriented ones has turned them into "social enterprises" proper, often providing services to the individual. Within this framework, the enabling law No. 106/2016 had the purpose of updating the overall provisions regulating

⁷ Rago, S., Venturi. P. (2016), "Imprese sociali e welfare di comunità", AICCON Short Paper, 10

non-profit organizations and linking the special laws on voluntary organizations (Law 266/1991), social cooperatives (Law 381/1991) and associations for social promotion (Law 383/2000). The reform in fact sees the social enterprise as a sort of "privileged social vehicle" for Third sector entities wishing to carry out entrepreneurial activities. The contents of the implementing decrees giving substance to the norm need to be formulated in such a way as to encourage its adoption.

According to more recent regional data (October 31, 2016, source: Unioncamere), Emilia-Romagna has 27 social enterprises that are registered in the special section of the Company Register with a total of 585 employees. If social cooperatives are also included in the calculation, the total number of organizations is 875, with a total of 51,374 employees. Concerning the cooperative enterprise data, in June 2017 Emilia-Romagna had 5,137 enterprises ranking sixth among the Italian regions for the dissemination of cooperation (13 cooperatives per 1,000 companies) being second only to Lombardy in terms of employment with a total of 237,979 employees (more than 14 employees per 100). Since 2012, while cooperative enterprises in the region have decreased by 4%, the number of employees has grown by more than 8,000 units (3.6%)⁸.

As regards the distribution of social enterprises according to the main sectors of activity, the social enterprises and cooperatives operating in Emilia-Romagna as of October 31, 2016 are mainly engaged in the sector of social assistance and health care (47%, see Figure 2).

⁸ Unioncamere data processed by AICCON, June 2017

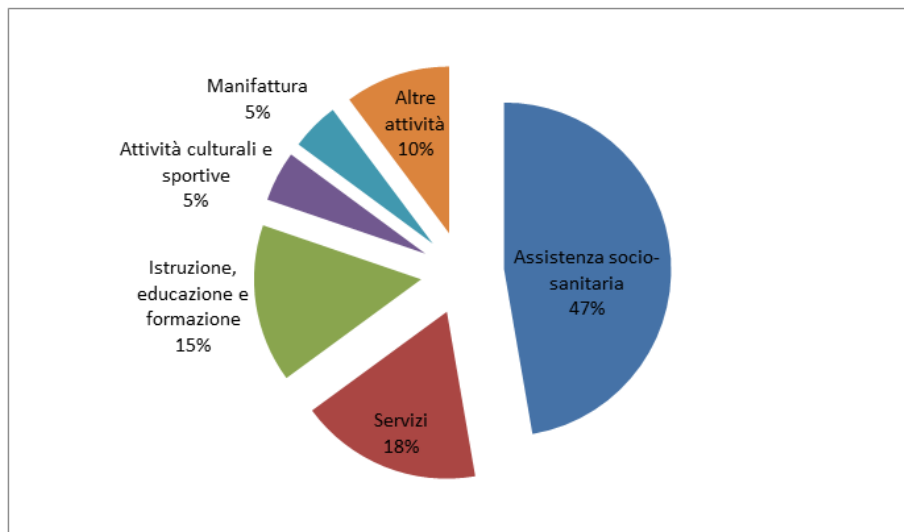


Fig. 2 – Imprese e cooperative sociali con sede in Emilia-Romagna per settore di attività (Elaborazione AICCON su fonte [Unioncamere, 2016](#))

As regards training activities, according to the data of the "Excelsior" Information System for 2016⁹, in 2015, **41% of social enterprises made lifelong training activities available to their employees**, which is markedly higher than the national average (21%). In general, social enterprises operating in the health and social assistance sector invest more in training activities for their employees.

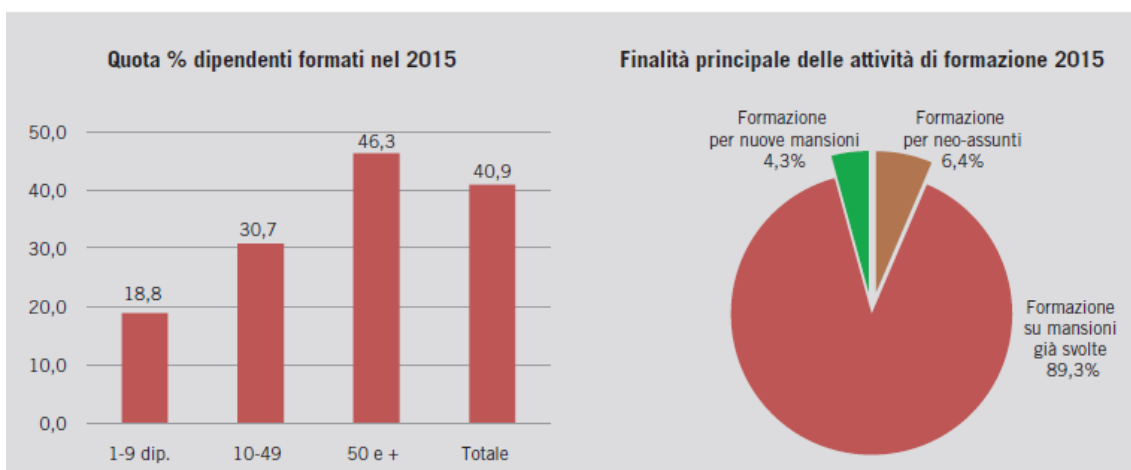


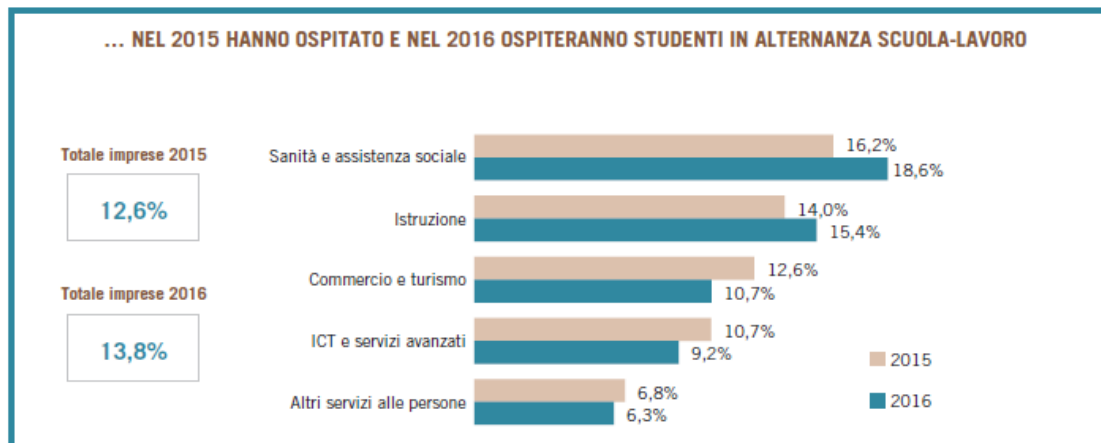
Figure 3 Training activities implemented by social enterprises in 2015 (source: *Excelsior Information System, 2016*)

⁹ SI

In particular, the most requested skill within social enterprises is the **ability to work in groups**, which was reported as "very important" in 55% of the recruitments planned in 2016. Written and oral communication skills, flexibility and adaptability were considered "very relevant" in half of the recruitments. The demand for crosscutting competences is higher as the level of qualification of the required professional role increases, and is therefore very common among "highly skilled" professions. The same applies to the level of complexity of the activities to be carried out, as well as to the degree of unpredictability of the working context in which the work must be carried out.

Another way in which social enterprises carry out training activities is the widespread trend to have people in the company for periods of **apprenticeship** or internship (also with the purpose of "on-the-job" evaluation of possible candidates for recruitment), or dual-training schemes combining learning and working (now mandatory for the three-year high school curricula).

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3. Needs assessment and main challenges for scaling social enterprises

3.1 Reasons for and objectives of the investigation

The social economy is one of the most valuable features of the Emilia-Romagna region. It has played and continues to play a decisive role both in terms of social cohesion and as a driving force for territorial development. The regional policies, through their planning and guidance documents, have always tried to combine economic growth and social cohesion by favouring the development of a system of enterprises supported by a widespread and articulated network of personal care services. The cohesion of the social fabric is one of the priorities that guide the whole approach of territorial welfare. It is supported by full accountability of the public sector and by the recognition of the public role of the civil society stakeholders, who are called upon to participate in the planning and identification of priorities for social planning.

The scarcity of economic resources brought about by the economic crisis has led to a definitive shift from welfare state models to community welfare. Consequently, the local system organization had to adapt to a different scenario, especially in relation to the available resources and the perception of its role by the subjects with whom relations were entertained. This change, which is not fully completed yet, has had an impact at different levels with the need to: innovate organizational models and the way services are provided; increase the type and quality of the offer and internal skills; seek other forms of financing; build different ways of cooperating with the Public Administration and other private not-for-profit and profit entities.

3.1.2 Research questions

Based on the reasons set forth, the main questions addressed in the investigation were:

- What are the innovation/change elements that social economy actors are facing?
- What type of support do social economy actors need in face of the innovation processes which are currently underway and/or imposed by new regulations?
- What are the behaviours adopted by social enterprises to respond to this change, both in terms of internal organization and external relations?
- What functional competences are needed to cope with innovation and change processes and how can answers to these issues be found?

3.1.3 Definition of the scope of the investigation

The scope of the survey was defined based on the principle of highlighting the following: the elements considered most suitable to give indications on how policies can contribute to strengthening social enterprises; the ways in which people perceive and experience change; the implemented strategies; the expected needs. Starting from the methodological tool shared by the RaiSE project partners, dimensions, areas and indicators have been identified that best highlight the nature of the investigated phenomena (Table 1). Furthermore, in Emilia-Romagna, attention was also focused on training and, in particular, on any element that could add information and suggestions on the processes of organizational adaptation, management and development of human resources necessary to manage the current changes.

Dimension	Areas	Indicators
Formal organization data	Continuity / change in the organization in the course of time	Name
		Year of incorporation
		Company type
		Main ownership
		Main changes that have taken place
		Current life cycle
Mission and organizational culture	Internal visions	Initial vision and current internal vision
	Main values	Implemented values and internal representation system
		Ways and tools to disseminate and maintain values
		Main values and change in the organizational culture
Main areas of activity	Processes	Main processes and ways in which they are implemented
	Products/services	Type of services provided, intermediate and end users
	Reference market	Local, regional, national, international Main sales channels
System of relations	Relations with the reference community	Development of local, national and international networks
		Ways of maintaining and strengthening the implemented networks
	Relations with the Public Administration	Level at which the relations with the Public Administration are formalized

		Involvement of the Public Administration in the implementation of activities
		Co-designing experiences
	Relations with other entities	Relations with other third sector organizations
		Relations with private for-profit organizations
Type of implemented initiatives and projects		
Social impact	Tools to measure and assess social impact	Report
		Dedicated internal resources
	Process of stakeholder engagement	Social communication
		Engaging stakeholders in planning activities
		Involving stakeholders in management activities
		Other
Strategic development lines	With reference to the market	Inside the same area of intervention
		New intervention areas
		New ways of interpreting needs
		Identification of new sustainable and effective solutions to social problems
		Research/project designing activities
		Relocation/internationalization
		New facilities
	With reference to services	Improvement of existing services
		New services and products
		Improved quality of the provided services (assessment, monitoring, etc.)

Change processes	Perceived needs	At organizational level At the level of relations with partners/ competitors At the level of competences At research level At the level of funding
Organizational development	Human resources and skills	Presence of the HR function
		Definition of the main processes and identification of the skills required to manage them
		Definition of professional standards for professional roles or job families
		Human resource development and assessment
	Development of skills	Analysis of the requirements
		Main types of training interventions: <ul style="list-style-type: none"> • Adjustments to external regulations and directives % • Technical skills for the management of operating processes % • Development of crosscutting managerial and entrepreneurial competences %
		Average training investments in the last three years
Funding sources: <ul style="list-style-type: none"> • Autonomous • External funding % • Co-financing % 		
Type of training used: internal % offered by the relevant sector % offered by external organizations (regional/national)		
Resources	Revenue	From public sources at national level (public tenders, direct award of contracts, gratuitous grants, etc.) At international level

		From private sources
	Investments	Credit institutions
		Self-funding
		Cooperative financial tools
Criticalities and obstacles	Opportunities	What are the perceived opportunities
	Barriers	What are the perceived barriers

Table 1 – Dimensions, areas and indicators used in the survey

3.1.4 Methodological approach

The survey was conducted on a heterogeneous sample reflecting the wide variety of experiences present in Emilia-Romagna with a view to understanding the different forms that social enterprises are taking in response to the changing context in which they operate. The analysis was mainly qualitative and the research activity took place on two distinct levels:

1) *Desk analysis:*

Review of the existing literature with the goal of building the reading matrix, putting the issue in a context and retrieving information and data on the following:

- snapshot of the social economy in Emilia-Romagna (figures, type of services, employees)
- system characteristics: values, working modalities, relations with the territory, relations with the Public Administration, relations among different organizations and local networks
- new rules governing the system
- development trends: challenges and changes in the system

2. *Field analysis*

The analysis was carried out by administering semi-structured direct interviews to Presidents, Directors or Human Resources Managers. The objective was to highlight the elements characterising the life and development of the enterprise and, in particular, the size of ongoing change, the challenges faced and the skills and competences needed to support such change. The interview was conducted in such a way as to leave the interviewee free to reconstruct the company's development from its inception to the present time. It was only at a later stage that the collected information was allocated to

the specific dimensions. For each of these dimensions, we selected a keyword around which to build the individual questions as a starting "code book". The identified keywords also represent the lines along which each case report was drawn up.

We can say, in brief, that the qualitative interview was "a conversation provoked by the interviewer -with the purpose of gaining more knowledge- and at the same time guided by the interviewer on the basis of a flexible and non-standardised questioning pattern" (Corbetta, 1999).

The interview was conducted with people identified by means of an appropriate survey plan and guided by the interviewer on the basis of the common grid shared with the project partners and slightly adapted to the reference territories by adding some sub-areas. The questions asked by the interviewer aimed at encouraging the interviewees to make critical observations of themselves and their actions and to explain the results of such reflections.

The grid developed for use in the interviews was tested in the first cases, then considered effective and, consequently, validated.

Annex 1 contains the interview grid

3.1.5 The working path

The regional group of stakeholders, established according to the requirements of the RaiSE project to carry out their activities in line with the needs of the territory, worked together to identify the key elements of the survey.

The reflections that emerged from their meetings led to a more precise identification of some sub-areas.

On the basis of the topics of discussion and as a function of the practical aspects involved in implementing the activities, a technical working group - including ERVET and AICCON experts - was subsequently set up to define the tools, methodologies, planning and implementation strategies for the various phases of the survey and analysis of the results.

Coordination between the stakeholders and the technical group was ensured by frequent sharing of information, comparisons and exchange of ideas regarding tools, steps, intermediate and final results of the activities to better adapt the survey to the Emilia-Romagna context.

3.1.6 Definition of criteria for sample identification

As for the sample of social enterprises, the selection criterion was that of good practice rather than statistical representation, in order to highlight the wealth and variety of

significant experiences present throughout the territory. The choice was made following a bottom-up approach, i.e. leaving the members of the stakeholders' group free to report experiences considered appropriate for the purposes of the project and the survey.

The following guidelines were used for sample selection:

1. experience developed over a medium to long period of time
2. possibility to detect, see and measure the results;
3. being representative in terms of innovation, with respect to at least one of the following elements:
 - 3.1 needs;
 - 3.2 processes;
 - 3.3 products/services;
 - 3.4 users;
 - 3.5 creation of new facilities
 - 3.6 reorganization processes

3.1.7 The analysed sample

Table 2 shows the list of social enterprises that were interviewed, the territory to which they belong and reference to the institution that identified them:

	NAME OF THE ENTERPRISE	PROVINCE	STAKEHOLDER
1.	Cefal – impresa formativa	Bologna	Forum del Terzo Settore
2.	Fondazione Nuovo Villaggio del Fanciullo	Ravenna	Forum del Terzo Settore
3.	Associazione Porte Aperte	Modena	Forum del Terzo Settore
4.	Consorzio K9 – Società Dolce	Bologna	Legacoop/AGCI
5.	Ancora Servizi	Bologna	AGCI
6.	Lai Momo	Bologna	AGCI
7.	Società Dolce	Bologna	AGCI
7	Associazione AUT AUT	Modena	ANCI
9.	Il Bettolino	Reggio Emilia	Ervet
10.	Open Group Soc. Coop	Bologna	Ervet
11.	Camelot – officine cooperative	Ferrara	Ervet

12.	Il Girasole società cooperativa	Reggio Emilia	Ervet
13.	Zerocento – cooperativa sociale	Faenza	Legacoop
14.	Cento fiori	Rimini	Legacoop
15.	Consorzio Solidarietà Sociale	Forlì Cesena	Confcooperative
16.	Parma80	Parma	Ervet
17.	Proges	Parma	Legacoop
18.	Dimora D’Abramo	Reggio Emilia	Ervet
19.	Consorzio SIC	Bologna	Ervet
20.	Arca di Noè cooperativa sociale	Bologna	Ervet
21.	Aliante	Modena	Legacoop

Table 2 – Interviewed social enterprises

3.1.8 Field work

Initially, 25 enterprises had been identified but the actual sample size includes 21. The in-depth interviews were carried out face-to-face and sometimes supplemented with telephone interviews. The respondents actively participated and cooperated. The interviews lasted an average of one and a half hours and were an opportunity for the interviewees to reflect on their experiences in an often unprecedented way. Many respondents showed interest in the research results, asking to be kept updated on the results of the survey.

Annex 2 contains summaries of the individual interviews.

3.1.9 Case study analyses

The research group then analysed the information gathered from the field interviews and the study of the collected documentation.

The summaries of the individual interviews were prepared in accordance with the survey grid, with reference to the identified dimensions and areas. This contributed to making the results of the analysis of each case more homogeneous and comparable.

The technical group discussed and shared the collected evidence during various plenary meetings.

The aim was to highlight the elements that go beyond individual specificities, in order to break down data into categories characterized by more general semantic fields, so as to have a tool for the analysis of different contexts and an effective basis for the definition of policy guidelines.

3.2 The elements that have emerged

As already stated, the enterprises sample does not have a statistical validity *tout court*, however it is representative of the changes that have occurred not only within each surveyed organization, but also over a period of time that spans from the 1970's until now. This is the time framework in which the analysed experiences originated and developed.

The heterogeneity of the services as well as the different organizational solutions and development strategies, however, make the sample significant in terms of quality of the emerging phenomena.

In the following description of the research findings, we followed the dimensions and the areas identified in the previously defined survey structure (Table 1).

3.2.1 Mission and organizational culture

In most cases, the creation of enterprises is still linked to initiatives that start from individuals or social groups with specific needs. There are cases in which it is the individual Public Administrations, or several administrations together, that have promoted and supported similar initiatives. In other cases, the impetus to the creation of new organizations is given by already existing consortia and associations. Elements, which consistently lead to the implementation of certain initiatives, are the strong link with the territory, the individual systems of relations based on shared values that represent actual transverse bridges connecting to the entities based in the territory, the idealistic drive and the strong sense of initiative. The individual missions basically refer to humanitarian values that see the person at the centre of any and all actions. The most frequently cited values are: territorial belonging, small size, human promotion and social integration, social responsibility, quality of services, transparency, cooperative values, respect, participation, dignity of the individual with focus on vulnerable and young people, ethics and rule of law, ecumenism, environment, development of personal identity, secularism.

In most cases, these initial values are considered still valid, although the question of their transferability into other organizational forms more consistent with the changed external contexts remains open, particularly as far as the economics and sustainability of business activities are concerned. There is a widespread awareness of the need to

identify new ways and strategies for social enterprises that are increasingly close to a market logic. The values are like a gallery of ancestors' portraits hanging on the parlour walls even if memory of their gestures has gone lost without them becoming myths and points of reference for the current ways of acting. The impact of charismatic figures, often regarded as images of organizational governance and no longer as witnesses of a story, has given way to guidelines and behaviours dictated by the most stringent organizational rules, which are inherent in the operational processes. The same clash is found on the level of organizational action and maintenance of values.

Although the usual forms of participation such as area meetings and annual assemblies persist, they seem to lose their impact. The very transmission of values, once based on exemplary behaviours, now seems to be left up to external communication processes that rely on a more business-oriented principle of "presence", of "being there", for which the main tools are the newsletters, the participation in festivals, the use of media such as animation, theatre, short films or even the organization of social events. Where constitutive values are linked to religious ones, it is the representations at religious level that serve as an internal glue, at least in the most usual forms of participation in specific religious rites.

Another decisive phenomenon in this transitional situation is the very reason why people decide to join an association or cooperative. The drive seems to be increasingly dictated by the search for a job and, while the motivation for social and humanitarian commitment remains, the gap between an individual working "self" and a collective "self" becomes increasingly wide, making individuals participate in a way which is more individualistic and tailored to their needs. It is as if the technical competence requirements brought about by the external changes and the following adaptation processes had taken up spaces of "affectivity" and significance once determined by the fact of belonging. Training, knowledge of the history of the enterprise and training of its Board members are, however, the strategies adopted to overcome the challenges of transferring values.

In this period of further transition, as a result of new norms and regulatory systems, the social enterprise as a whole seems to be called upon to redefine its own identity, its organizational and 'anthropological' profile.

In short, we are confronted with an increasingly hybrid entity that must keep up with the market and technological requirements and the same time incorporate new generations to continue the process of bottom-up innovation which is looked upon with increasing interest even by the for-profit world.

3.2.3 Main areas of activity

In just a few years, the social enterprise has proved to be a successful organizational form, above all because of its ability to respond to the unmet demand for socially useful services, to organise new services, often independently of the Public Administration and because of its propensity to deal with emerging needs.

In addition to confirming the traditional product and service categories, the survey shows a comprehensive range of innovations and broadening of the offer.

The defining characteristic is still that of products being relational goods, even though they are being broken down into services that allow for rationalization of production processes, standardization of products, economies of scale and cost containment.

The main business segments are as follows:

Education:

educational services
training
internships
guidance
inclusion in the labour market
day care centres management
prevention of social risk for young people

Healthcare and social assistance:

rehabilitation of drug addicts
psychiatric disabilities
health services for migrants
medical care

Welfare system:

reception and integration
social mediation
asylum seekers
immigration

Agricultural production and environmental protection

specific agricultural production
parks and public green areas

Advocacy and human rights

legal support to migrants
actions against sexual exploitation
protection of minors

Catering

bar management

catering

catering and banqueting

Communication, culture and tourism

communication agency

radio

management of cultural heritage

ideation of festivals and theatre shows

communication tools

documentary and short film production

Housing

residential care

construction and management of real estate

Production

assembly of materials

restoration of furniture

renovation of social centres

tailoring

laundry services

repairs

At reference market level, one can state that being rooted in the territory is still the main feature together with the use of non-market resources such as trust bonds among people and individual reputation. The establishment of formal relations with the institutional stakeholders that are often the intermediate service beneficiaries (Public Administration, Local Health Authorities, Region) has become the most common practice. Other phenomena - such as focusing on typical products, labels or brands referring to specific theme networks – have also emerged. In a market, which is already populated by competitors, the creation of a service product increasingly depends on a close relationship with the beneficiaries and a very thorough understanding of the existing needs. The same

applies to the question of a more stringent impact assessment downstream of the process.

New trends in the development of products and services are as follows:

- improvement of well-established products within the same business areas
- extension of existing services or activities to other territories or to similar user groups
- product and process innovation in well-established user settings and types
- operating and organizational procedures responding to unmet needs in known and unknown areas
- development of service chains (area and sectoral projects) and of clusters on a local and/or national basis
- startup of multi-service facilities following the concept of adaptability: family centres, reception facilities, social housing, tourism; all in the same space
- management of partnerships with public and for-profit entities.

3.2.4 System of relations

Social relations (or relationality) are not only the prerequisite and *modus operandi* of the social economy, but also represent the outcome of the activities carried out by the enterprises themselves.

The dual social value of social economy organizations, i.e. production of socially useful goods and services on the one hand, and share capital refunding on the other, provides an adequate key to understanding the current system of relations. Generally speaking, it can be said that the **surveyed companies have a good well-established network** within the areas that they cover.

Relationships have been built up by gradually including a growing and varied number of organizations belonging to the third sector, the for-profit sector and the institutional sphere, thus giving rise to actual public/private partnerships.

A constant feature is the presence of a relational climate among operators characterised by sharing, mutual trust and reputation esteem.

Even if it is still one of the priority interlocutors, the **Public Administration (P.A.)** certainly no longer represents the first reference partner.

The network concept is therefore enriched by a highly differentiated range of phenomena and meanings. First of all, the theme of **intersystemic relations** that involves overcoming the dichotomy between competition and cooperation that has never been explicitly referred to before. As observed with regard to the way products are manufactured, the highest level of innovation is achieved through processes involving alliances and partnerships that also cross local borders.

The choice among the possible options between the two extremes of competition and cooperation implies two different strategic choices at operational level: the first is centred on the specific concepts of "my" company, "my" products, skills and recognisability; the second poses questions such as "what I give", "what I get", "what I protect or decide".

The relations are functional to the definition of the products. This is particularly true through the inclusion of intermediate and final beneficiaries in the planning processes, as well as in the management of services. The generational change, which has not been entirely accomplished yet, has positively increased the number of subjects who play a role in relational processes, contributing with different cultures and languages and above all streamlining communication as well as decision-making processes.

This also applies to the very nature of relations, where political reality has been accompanied by new dimensions in the provision of services and their recognition on the market. There is some evidence of co-designing experience as a way to involve the P.A. although the regulatory characteristics and the practical implications of this approach are not well known yet.

Relations with public bodies are generally formalised through the signing of conventions, agreements or contracts.

Participation in national and European thematic networks remains the most widespread way to acquire know-how, transfer operating models and identify partnership opportunities with entities based in other national and European territories.

Participation in community projects has also become an established way of broadening relations.

As regards external communication processes, in addition to the social report and the sustainability report, new forms of communication that have the dual purpose of including stakeholders and at the same time marketing initiatives are gaining increased popularity.

Finally, the relationship with the for-profit world is not limited to commercial supply only, but seems to become an objective in its own right in terms of integration and cooperation on shared and community-centred projects.

3.2.5 Change processes

The beginning of the economic crisis is commonly recognised as the dividing time line that gave rise to the paths of change. The crisis was basically characterized by a reduction in public resources with the resulting adoption of different approaches and practices in the construction of the welfare systems.

There are basically two process guidelines:

a) **Inward-oriented**: processes characterised above all by a redefinition of the organizations and their operating methods. Not infrequently, these operations coincided with a change in top management and a modernization of management that brought about a high number of new ideas and made choices easier even in cases where rationalization was not simple. The redefinition of services, resulting from cuts in activities due to lack of resources or from the need to expand and renew the areas of intervention, has often been accompanied by the development of processes for assessing quality and monitoring services. The standardization of the operating processes and a more precise identification of phases and products have generated more balance at structural level and a more precise analysis of the necessary skills, without neglecting – except for a minimal part and in larger organizations - the adaptation of services. The implemented certification processes, from quality to environmental and ethical certification, highlight the need for identification models that make this new organizational condition more visible and therefore more usable in conveying an external image. The launch of processes to assess the quality of services and the social impact are new frontiers for further improvement.

(b) **Outward-oriented**

The most important fact is that there is greater differentiation in the selection of the interlocutors, involving other entities that are present in the territory and opening up to different actors.

The P.A. often remains the main interlocutor and a substantial reference not only for its role as funding agent but also as a territorial entity with which to share visions and provide answers. In this respect, positive co-designing experiences may be found although not yet largely widespread.

Alliances with for-profit players are becoming stronger in terms of both new market shares and mutual inclusion in social dialogue. Market enlargement, not only in geographical terms, which still requires a high level of organizational and investment effort, but also in terms of seeking new opportunities for internal improvement and innovation, implies the need to link up with specific thematic networks at regional and/or national level. On the one hand, this operation makes it possible to exit from a "strictly-defined" territorial dimension, and on the other hand, it causes the implementation of resources and investments for maintaining relationships with the network. Business mergers and integrations are quite frequent: in addition to extending the product range, this makes it possible to cover different territories. From this point of view, consortia still play a crucial role as they allow economies of scale and reconcile the advantages of small and large enterprises.

The last important element on the external side is a more marked focus on communication processes.

The picture that emerges from this analysis seems consistent with what Henry Mintzberg says with reference to the establishment and development of organizations that belong to the category of "ideological organizations", that is, organizations with a strong ideal motive.

3.2.6 Strategic development lines

Many indications have emerged concerning the strategies adopted by social enterprises in their development process, especially in relation to the size of the main perceived changes. In general, in just a few years the social enterprise proved to be a successful form of organization, above all in terms of its ability to respond to the demand for unmet social services and to organise new services, often independently of the public administration. More specifically, the social enterprise is one of the experiences with the highest level of the so-called "generativity" in the Italian economic history of the last two decades. The strength of non-profit businesses does not fade in the face of generalised crises, since it does not rely on the principle of profit-seeking entrepreneurship, but on the idea which is typically associated with "multi-stakeholder" organizational forms.

These are the mainstream components that emerged from the survey:

Transformation of the organization and aggregation of entities

The most common phenomenon is the transformation of type B cooperatives into mixed cooperatives or the merger and integration of several entities. This provides an opportunity to extend the provision of services, reduce competition on the same product, adopt economies of scale with lower operating costs and restore financial soundness.

Reorganization process

This appears to be a consequence of the previous phenomenon and, in any case, always present in development experiences: focusing on new skills to acquire new opportunities.

Acquisition of physical facilities

The areas of greatest investment range from innovation laboratories centred on experimentation to new activities or locations more suitable for improving the quality or accessibility of services and finally, the acquisition of facilities to be used for services/products connected to the already existing ones.

Relocation of production

This phenomenon is still marginal, especially because of the high costs of the initial investments. Moreover, it requires strong control over the quality of the service so as to preserve certain characteristics and meet the same needs with regard to individual

relations and relationship with the territory. Experience is limited to the opening of offices in neighbouring regions.

Being open to other business entities

This occurs primarily with organizations that are part of the same system but also with associations of craft and industrial enterprises with the goal to implement large-scale programmes of territorial development.

Beginning of new entrepreneurial experiences

This is the most generative aspect of the development line that was adopted. The new experiences are consistent with the existing products and supported by the same philosophy, while addressing different groups of users or customers.

Innovation and improvement of services

This factor is closely linked to a more effective **understanding of the needs** and to new ways of relating to and involving beneficiaries and stakeholders in the projects: mixing, renewing the forms of relationship with the territory, finding new answers and developing non-standardised services become the key words of development programmes. A special role is played by some projects that cross several services with the purpose of networking tools and methodologies. The extension of the services provided is always consistent with those already in place.

Multistakeholder governance structure

It is about asserting the principle of differentiating the motivational risk, similarly to what is argued in the financial investment theories, where reference is made to diversifying the portfolio risk.

In other words, it seems reasonable to state that the presence of more than one stakeholder favours the existence of a relatively high level of multiple dimensions in terms of both organization and teleology-identity.

Internationalization

Experiences of actual internationalization, i.e. opening of activities in foreign countries, are still very limited. In some cases, the establishment of a specific Non-Governmental Organization (NGO) has closed the cycle of a series of activities undertaken in cooperation with other entities operating in developing countries, thus allowing the setting up of facilities for *ad hoc* purposes.

However, there is an increasing need to open up to international experiences of exchange, model acquisition and expansion of relations.

In the opinion of the interviewees, the concept of internationalization, often combined with the idea of seeking new funding channels, mainly offered by the European Union, requires specific monitoring activities.

Access to funding requires specific and highly specialised project activity. In some experiences, internal resources have been defined for this purpose although, due to the high costs, such project activities are usually managed by the existing consortia.

With regard to the internationalization issue, it is worth noting that social enterprises lack awareness of the opposite phenomenon, i.e. the arrival of international competitors who start transferring their activities to the Italian territory.

The role of consortia

In this framework, the role of consortia appears to be decisive when they are referred to as a support function. There is a need to move away from the perspective of a consortium linked to political action or lobbying only. In the long term, consortia may run the risk of having a protectionist rather than a driving effect even if they have partially abandoned their role of balancing local dynamics and equilibriums that are no longer appropriate. Because of compelling needs, it was in fact necessary to abandon sectoral approaches in order to transform relations into effective support and development actions, first and foremost on the issues of training and consolidating values.

One can summarize the current trends as follows:

1. Operating not only through the (increasingly long and opaque) chains of public outsourcing, but in the new cohesive territorial economies, considering communities and stakeholders as an asset and not as mere end users. The equality and social justice objectives are pursued not only as a management entity, in the name and on behalf of the Public Administration, but as an entrepreneurial entity that invests in the regeneration of places and the enhancement of community resources (empowerment).
2. Radically revising tools and policies for change management and capacity building, drawing not only on internal skills but also on an increasingly rich ecosystem of resources. The social enterprise has for too long grown inside a scheme linked to the needs posed by a "third party payor" that has in many cases ended up wiping off the intrinsic motivations of its working members and those of the community. This has led to the need to change organizational models in an increasingly open perspective, redesigning them around new skills and relationships with public and private stakeholders oriented towards partnership rather than subcontracting.

3. Relaunching the entrepreneurial dimension, which is blurred by excessive managerialism, through educational paths that help taking risks together for the common good.

3.2.7 Social impact

In a scenario where the social dimension is becoming increasingly pervasive, it is crucial to give expression and meaning to social value. It is no longer enough to report, one needs to assess, that is to say, to give value. **Social impact assessment**, which is not widespread practice yet (partly because of the specific nature of the adopted methodologies, partly because of the relevant time dimension), is indicated by the interviewed companies as a fundamental objective. It could be the tool to highlight the biodiversity that distinguishes the social enterprise and accompany it in this new life cycle in which it is called upon to both innovate products and promote radical changes in welfare.

The involvement of local actors in the design and evaluation processes appears to be common practice, as does the involvement of stakeholders in the definition of strategic guidelines.

The social report is a widespread tool, an opportunity to disseminate principles, values and operational data. It is part of the wider concept of social responsibility, i.e. a decision-making and organizational process featuring elements that give social legitimacy to a company. Like all practices which have become part of organizational processes, it runs the risk of becoming an annual deadline deprived of its initial value, as if it was similar to the management of procedures.

The social responsibility model should perhaps be revised and re-assessed, at least in terms of symbolic representation, as it is capable of combining internal values and organizational practices. It represents a useful tool in the light of the hybridization phenomena which - even more than in the past - highlight issues such as: improving the environment, respecting the rights of workers, investing in assistance, research, culture, solidarity and bring them to the attention of social entrepreneurship and its management.

3.2.8 Organizational development

Organizational development is the term used to describe a philosophy, a process and a set of approaches and methods to improve the functioning of organizations and to make the internal structure consistent with specific objectives and strategies identified in relation to specific change or collective interest processes that may affect the climate, the staff motivation or satisfaction.

From this point of view, the analysed experiences show different degrees in which this process was formalized. The initial point is always greater awareness of the importance

of the individual, of the "human capital" as a strategic leverage for achieving the company's objectives, even though the adopted visions sometimes result in a purely managerial activity. This new orientation implies creating functions and professional roles which are in whole or in part dedicated to the management of human resources (often top management roles such as the president or general manager). The implicit model is usually that of profit-making companies where these activities have long played a specific and largely recognised role.

Generally speaking, two macro trends can be identified:

- a) The first one is adaptation of the organization to the changing scenario. This approach may be defined as reactive.
- b) The second one, which can be defined as anticipatory and proactive, uses the internal potential to implement internal transformation processes, following an approach which is more similar to that of a learning organization.

This approach has a strong impact on the issue of recognition, motivation and identification by the people involved. In some larger organizations, this is common practice used in several areas of innovation and internal improvement. These pathways also required some assistance by external specialists.

In many cases, the formalization processes have included a description of the operating processes by area and the identification of the pertaining competences. This laid the foundations for further development in human resources "management" involving sub-processes of selection, training and evaluation. These activities often appear to be linked to quality certification processes and initially disconnected from the principle of actual human resource management.

In addition, some other significant phenomena defining the current trends should be noted:

- **The recruitment of specialist professional profiles**, especially with regard to certain crosscutting functional areas. This is particularly true for staff in departments such as quality, management control, marketing and communication because of the need to expand the market, plan, monitor the results and cut costs. Another significant step is the addition of the project design function, in some cases alongside that of research and development. Improved services, constant search for innovation and the use of differentiated funding channels have necessarily involved the creation of elective skills capable of monitoring opportunities and providing optimal responses in a relatively short time.
- **The acquisition of managerial skills** from for-profit settings. This phenomenon has further contributed to the above process of cultural hybridization of the

organizations. A more accurate definition of the functional areas has led to the creation of an intermediate responsibility layer capable of following and acting according to precise principles of proxy. While this has led to the decline of a certain centralism in decision-making, it has also highlighted the need for more precise coordination mechanisms. The latter are present in all cases -in a more or less formalized way- and are instrumental to keeping the group together, to the analysis of the outcomes and to implementing changes in the operating practices.

With reference to the training processes:

- The average investment in direct training activities is around 60/70 man-hours per year.
- The analysis of the training requirements is still patchy and most of the time the training modalities are informal and not very well structured.
- Training is seen as an indispensable tool for internal innovation and consistency with the new external opportunities or needs.
- In most cases, emphasis is placed on the development of technical or specialist skills which account for about 80% of total training.
- **Management training** is perhaps the weakest point in the chain. The resources allocated are around 20% on average. In a highly transformative environment, this shortcoming is even more significant. However, when put in place, this type of training includes external master degree courses, university education, internal coaching, Summer schools.
- **Evaluation** is still limited to sporadic examples and larger organizations although there are signs indicating that this objective is being considered: allocation of budgets per area, setting of individual objectives.
- **The training contents** refer to specialized technical issues, such as compliance with standards, management of operational processes, corporate welfare, relational and diagnostic processes, problem solving, operational management, development and marketing strategies, internationalization.
- **Training sources:** the training bodies linked to the various representation systems are not the first choice anymore. This raises a question not so much about the efficiency of these bodies as about their provision of services and consistency with the needs expressed by the enterprises. The use of inter-professional funds is not always reported. The main choice is to rely on external or, if existing, internal expertise to build training packages designed to specific needs. Other initiatives, such as conferences or events, are used as a form of indirect training. The relationship between the need for certain skills and the use of resources from specialist or university training courses, i.e. managers of non-profit enterprises, should be further investigated because of lack of evidence. Training on topics such as motivation, teamwork, identity and organizational culture seems to be absent.

Mention has already been made to the new type of relationship existing between partners, employees, social enterprise volunteers and their organizations: the model increasingly resembles that of for-profit enterprises while the concept of corporate identity built on unified values is declining. **The process of hybridization**, which also involved very close consideration of elements such as product quality, organizational efficiency and management effectiveness, had a decisive impact not only on internal communication models, but also and above all on the symbolic representation that these new values impose. Motivational automatism -present until the not too distant past and fed by constant reference to the constitutive values- must now be replaced by forms of motivational care developing a collective identity based on this new model of social enterprise. A harmonization effort is required, which prevents too "rationalistic" drives in order to revert to the concrete and real element represented by the individual in his heterogeneity.

3.2.9 Resources

The issue of resources is certainly one of the most critical. All the more so in this phase of great change which requires a series of investments. Funding sources are still mainly public and basically made available through local, national and European calls for proposals.

Other financing methods are: self-funding (share capital and reserves) and revenues from the provided activities and services; use of financial tools available in the relevant sectors, such as *Foncoop*; use of credit institutions and banks through the opening of mortgages or credit lines; fundraising.

4. Ecosystem of business support tools and instruments

Social enterprises have developed a variety of recognitions in the different ecosystems in which they are embedded, meaning networks and links with bodies, institutions and individuals, which affect their services and dynamics. The ecosystems of social enterprises are based mainly on two pillars (European Commission, 2016)¹⁰: public policies that recognize, regulate and support these organizations, with the aim of strengthening their development; the ability of citizens to self-organize, which allows the setting up and development of social enterprises "from below". These two pillars, in turn, define and influence a number of change-related factors that make up the social enterprise ecosystem (Figure 5). This includes: 1) political recognition and legal forms

¹⁰ European Commission, Directorate-General for Employment, Social Affairs and Inclusion (2016): *Social Enterprises and their eco-systems: developments in Europe*. Authors: Carlo Borzaga and Giulia Galera.

that have been recognised at regional level; 2) market access; 3) public support (for the start-up and scaling up phases, as well as the physical context); 4) access to finance; 5) networks and mutual support mechanisms; 6) research, education and development of skills.



Figure 5 – The social enterprise ecosystem (source: European Commission, 2016)

Political acknowledgement

Highly relevant for the promotion of social enterprises in the Emilia-Romagna Region are three regional laws that concern social cooperation, economic solidarity and social entrepreneurship, in particular those enterprises which are active in some attractive sectors of the area (welfare). The regulatory interventions mark an important step forward in the official recognition of the role of social entrepreneurship in the development, growth and attractiveness of the regional territory.

Social cooperatives were introduced into national law by Law No. 381 of November 8, 1991, which regulates social cooperatives. At regional level, on July 17, 2014, **Regional Law No. 12 "Norms for the promotion and development of social cooperation. Implementation of Law No. 381 of November 8, 1991"** was passed. This piece of legislation recognizes social cooperation as a public function entity involved in the design and management of services. An important social role is also recognized to work integration social cooperatives by providing new forms of relationship with the Public Administration through the use of social clauses and below-threshold contracts

(Regional Council Resolution No. 969 of June 27, 2016 "Adoption of regional guidelines on awarding services to social cooperatives"). The law also introduced the **Advisory Committee on Social Cooperation** with the task of encouraging the connection between regional policies and social cooperation in the various areas in which it operates. Finally, the Executive Decision No. 16930 of October 28, 2016 implemented the provisions of Regional Law 12 of 2014, requiring social cooperatives registered in the Regional Register to submit their social and financial reports.

Another important regulatory act of 2014 is the **Regional Law No. 14 of 18 July "Promotion of investments in Emilia-Romagna"**, where article 10 provides for the promotion of **corporate and community welfare** projects in the territory to increase and qualify personal services, integrated with the existing network of social, healthcare and housing services; Article 17, on the other hand, promotes a **culture of corporate social responsibility and social enterprise responsibility** as a key to implementing the measures set forth in the three-year programme for production activities, research and technology transfer, human resources training programmes and programmes to support managerial training and the managerial skills of businesses. To this end, the **local laboratories for corporate social responsibility** have been set up, with the goal of strengthening the skills of companies and raising awareness of the impacts generated by their activities, supporting innovation processes that contribute to implementing the objectives and targets contained in Agenda 2030 for sustainable development. The activities of the laboratories are co-financed by the Region (Regional Council Resolution No. 399 of 2017).

Furthermore, the Region has established **the regional award for corporate social responsibility and social innovation**.

Finally, **Regional Law No. 19 of July 23, 2014 "Norms for the promotion and support of economic solidarity"**, recognises economic solidarity "as a tool for tackling the economic, environmental and employment crisis" and promotes its development starting from the implementation of the so-called "Local participatory guarantee schemes" and the creation of "Centres for economic solidarity". Given the importance of this sector, the Regional Authorities also wanted to develop specific policy and technical operating tools. In particular, a memorandum of understanding is in force between the Emilia-Romagna Region, the regional Unioncamere and the Emilia-Romagna Forum of the Third Sector for the creation of the first **Observatory of the Emilia-Romagna Region on Social Economy**. The Observatory aims to improve knowledge of the non-profit system through the preparation of joint reports on the situation of the third sector in Emilia-Romagna and its development prospects, monitoring it, not only in economic terms, but also through enhancing and measuring the generation of relationships and human capital.

As regards technical and operating tools, **third sector databases** were created which be freely accessed online (Register of social cooperatives, time banks, register of social promotion associations, register of voluntary organizations).

Market access

Social enterprises operate significantly (even if not exclusively) in different markets, introducing some specific elements that originate from their mission according to which it is the general interest that needs to be maximized. This approach is linked to the characteristics of the goods produced by these organizations (relational and merit goods) and of the beneficiaries, who are multiple and diversified and who, for different reasons, cannot always be considered as "consumers" in their own right.

Although public market orientation for the provision of goods and services is still widespread, meeting the needs and demands of private individuals is increasingly relevant for the sustainability and development of social enterprises. There is therefore a growing diversification of products and markets by social enterprises through the introduction of **product innovations and different forms of exchange** (hybrid in nature) and the constant search for new financial and human resources (in terms of new skills). In this scenario, different tools to support social enterprises are put in place and made available both by the public sector and by networks of social enterprises and cooperatives, as described below.

Public support

At national level, the recent **Reform of the Third Sector** (Law No. 106 of 2016) introduced various incentives and measures to support social enterprises.

In particular, the following should be highlighted:

- **Tax exemption of operating profits and surpluses** if reinvested in full and therefore set aside by the social enterprise to carry out its statutory activities or to increase its assets;
- **Tax deduction** (for natural persons) or **deduction from income** (for legal persons) of 30% of the sums invested in the capital stock of a social enterprise incorporated as a company (including a cooperative);
- Possibility of **raising risk capital through online platforms** (crowdfunding);
- Possibility for credit institutions to issue, without placement fees, specific **solidarity bonds**, consisting of bonds or other debt securities, designed to facilitate the financing and support of activities carried out by Third Sector Entities (including social enterprises);
- Creation of a **Guarantee and Credit Facility Fund for the social economy**, aimed at supporting the growth and development of social enterprises by granting subsidised loans for investment programmes with eligible expenditure ranging between EUR 200,000 and EUR 10 million;
- Possibility for social enterprises to allocate 3% of annual net profits to **funds set up by bodies and associations, as well as by Fondazione Italia Sociale**, specifically and exclusively for the promotion and development of social enterprises through various types of actions and initiatives (study and research projects on social enterprise, training activities for social enterprise workers,

promotion of the creation of social enterprises, specific programmes for the development of social enterprises).

- At national level, incentives are provided for innovative start-ups, including those with a social orientation that were previously included within the potential sphere of social entrepreneurship. These are given the possibility to raise capital through equity crowdfunding campaigns on authorized online portals; as well as to access in a simplified, free and direct way the Guarantee Fund for Small and Medium-Sized Enterprises, which provides for issuing a guarantee on bank loans.
- As regards local measures, the Emilia-Romagna Region has several measures in place to support social enterprises, mainly financed through the European Regional Development Fund 2014-2020. Of particular note are the following:
 - **Grants for small and medium-sized enterprises** (ROP ERDF 2014-2020, Axis 1, Action 1.1.2) granted with the objective of increasing market share or penetrating new markets through product or service innovation.
 - **Grants for small and micro enterprises** (ROP ERDF 2014-2020, Axis 1, Action 1.4.1) to support the **setting up and consolidation of innovative knowledge-intensive start-ups**.
 - **Grants for the most representative associations of cooperatives in the regional territory** (art. 7 of Regional Law 6/2006) for the purpose of implementing the "Integrated programmes for cooperative development and promotion" through the creation of new businesses and training of new entrepreneurs, internationalization, research and innovation projects.
 - **EmiliaRomagnaSTARTUP**, an ASTER initiative for start-ups and would-be entrepreneurs with innovative business ideas that include guidance, consultancy, incubation and training.

Access to finance

The raising of capital by social enterprises in order to pursue their own scope of activity can take place through two types of funding: internal and external funding sources. The former is the capital originating from participation in and management of the enterprise, i.e. its social base (through payments of equity/social loans), the surplus or assets, and internal private financial instruments. Instead, the latter can take on many more facets, considering that from any type of financing - for example concessions, equity investments, debt instruments and real estate - private, public or community branching off may occur (Table 2).

	Fonte di finanziamento	Natura del finanziamento
Fonti interne	Base sociale	Versamenti di capitale/prestito sociale
	Gestione	Avanzo di gestione/patrimonio
	Strumenti interni di finanza	Private
Fonti esterne	Grant	Community
		Private
		Public
	Equity	Community
		Private
		Public
	Finance	Community
		Private
		Public
	Asset	Private
		Public

Tab. 2 – Fonti di finanziamento delle imprese sociali (fonte: AICCON, 2016)

The focus here is only on **debt financing** instruments. According to the latest data from the UBI Banca Observatory on "Finance and the Third Sector" (2017)¹¹, only 4.4% of social cooperatives were unable to obtain any financing requested from banks. Among those who obtained a loan, instead, 37.7% did not obtain the total amount requested (the failure to receive a grant or the fact of receiving only partial granting was due to insufficient guarantees in one third of cases, too high amounts in almost two fifths and insufficient cash flow in more than one fifth) while 16.7% did not have the necessary guarantees. Finally, about 4.0% did not receive the requested amount in full or at all due to –in equal measure– difficulties in submitting plans and lack of experience. The use of loans was in almost 40.0% of the cases for current operations and just over 50.0% for short- and long-term investments; finally, 8.0% used the loan for restructuring previous debts.

Alongside more conventional instruments, such as **bank financing**, also **social impact investing** is slowly developing in Italy, promoted in our country by the Social Impact Agenda (SIA)¹². At the present time, there are no major examples of the use of these instruments in the regional territory, but there are examples in other Italian regions such as Sardinia (S.I.I. Fund - Social Impact Investing - managed by the regional financial company Sfirs Spa).

The Emilia-Romagna Region adopts several measures to support businesses in getting access to credit lines:

¹¹ UBI Banca (author) (2017), *Osservatorio su Finanza e Terzo settore*, VI ed., in the process of being published.

¹² www.socialimpactagenda.it

- **Access to credit facilities for companies, self-employed and freelance workers** (Regional Law No. 23/2015) who work in the regional territory and have, by their very nature, more difficult access to credit. The measure provides for an unsecured loan with zero interest rate, for a minimum of EUR 5,000 to a maximum of EUR 25,000 for a maximum duration of 5 years.
- **Use of the cooperative enterprise fund through subsidised loans from the Foncooper revolving fund** (Production Activities Programme, Measure 2.2, Action C). Subsidized loans are offered to the cooperative system from the Foncooper revolving fund managed by Unicredit s.p.a. Through Foncooper, the Region grants subsidised loans for the implementation of projects aimed at increasing productivity or employment, enhancing the value of products, rationalising the distribution sector, building or purchasing facilities for the production and distribution of tourist and other services, restructuring and conversion of facilities.
- **Contributions to fair trade entities** (Regional Law 26/2009, Art. 5). The maximum amount of contributions, under the *de minimis* rule, is 40% of the eligible expenditure without exceeding EUR 40,000.00. They shall be granted to fair trade bodies and organizations officially recognised by the Emilia-Romagna Region for the following purposes: opening and restructuring of offices, purchasing equipment, furnishings and IT equipment.

Networks, scaling mechanisms and mutual support

Since their foundation, second and third level organizations such as social enterprises and cooperatives have played a key role in supporting the development and growth of social enterprises. In Italy, the **main organizations representing social cooperatives** are Legacoop, Confcooperative and AGCI. They are all members of the Alliance of Italian Cooperatives. Over the years, these organizations have developed many services and measures to support cooperation; in addition to promoting social sector policies and representing social cooperatives at the institutional level, they assist them at the union, legal and legislative, technical and economic levels. The cooperative associations also provide services to support **innovation processes** within companies and the opening of new markets, also through internationalization. As far as the Emilia-Romagna Region is concerned, particular mention should be made of the **CoopUpIn - Cooperation as open innovation**¹³ project promoted by Confcooperative Emilia-Romagna with Irecoop, AICCON and Social Seed and **Innovacoop**¹⁴, a company of the Legacoop Emilia-Romagna system. The project aims at building tools to launch open innovation processes –starting from the organized encounter between well-established cooperatives and innovative players in the territory- with the ultimate goal to spread a durable culture of innovation

¹³ <http://www.irencoop.it/coop-up-in>

¹⁴ <http://innovacoop.eu/>

in cooperation. On the other hand, Innovacoop carries out activities in support of innovation and the internationalization of cooperatives through research and technology transfer.

With regard to the promotion of cooperation, Legacoop and Confcooperative have started **Coopstartup**¹⁵ and **CoopUp**¹⁶ respectively, which were created to promote the launch of new entrepreneurial projects in the cooperative form among young people. Both Coopstartup and CoopUp have offices throughout Italy. In Emilia-Romagna they are based in Bologna, Cesena, Ferrara, Forlì, Modena, Piacenza, Ravenna and Reggio Emilia.

Support mechanisms also include **cooperative finance** instruments. Cooperative finance involves numerous institutions, such as Consorzio Cooperativo Finanziario per lo Sviluppo (CCFS - Cooperative Financial Consortium for Development), which uses liquidity raised among cooperatives for worthy entrepreneurial initiatives, or Cooperazione Finanza Impresa (CFI - Finance-Enterprise Cooperation), a financial company promoted by Legacoop, Confcooperative and AGCI under Law No. 49 of February 27, 1985 ("Marcora" Law), which promotes employment in producers' and workers' cooperatives as well as in social cooperatives through financial facilities for business projects or by participating in the cooperative capital (in this case with specific quantitative and time restrictions). Other entities such as Cooperfidi Italia support capitalization by anticipating resources or providing credit guarantees to facilitate the granting of other external forms of financing.

It should be stressed that important factors to stimulate the growth of social enterprises are "networking" and the adoption of integration models that help enterprises to scale up. The implementation of agreements, either formal or informal, the establishment of groups of undertakings or the intensification of relations within the district areas make it possible to improve the competitiveness of enterprises, especially micro and small ones, to increase their innovative capacity and to overcome the territorial logic. **Scalability of an enterprise** is a very slow and gradual process but very appropriate for social enterprises because its main purpose is not making money but maximizing community well-being and its objectives are mainly long-term ones. Scalability can be accomplished either by expanding the scope of the enterprise through the creation of partnerships and networks of companies or by expanding its business by implementing a form of growth by proximity. Different patterns for the growth and development of social enterprises through their integration in systems and production chains are reported below (Table 3). To this end, patterns were considered that provide for different levels of integration among the participating companies, starting from the

¹⁵ <http://coopstartup.it>

¹⁶ <http://www.coopup.net>

merger between companies, to the identification of shared professional profiles (Temporary Managers) in several organizations that are not bound by any contracts but share some strategies, mainly of a commercial nature.

MODELLO	BREVE DESCRIZIONE	SCOPO DELL'OPERAZIONE E OPPORTUNITÀ
<p>FUSIONE</p>	<p>Operazione disciplinata dal Codice civile (art. 2501) che consente la concentrazione e aggregazione di più patrimoni aziendali in un'unica entità, con conseguente unificazione giuridica ed economica dei complessi coinvolti.</p> <p>Vi sono due tipologie di fusione:</p> <ol style="list-style-type: none"> 1. fusione per unione, o "pura", in cui due o più società preesistenti, che si estinguono, danno vita a una nuova entità; 2. fusione per incorporazione di due imprese nell'altra, in cui le imprese assorbite "cessano" di esistere legalmente mentre la società incorporante continua la propria attività con capitale e dimensioni maggiori in ragione dell'apporto delle cooperative incorporate. 	<p>Le operazioni di fusione vengono realizzate al fine di rafforzare la presenza sul mercato e la contestuale eliminazione di concorrenti, un maggior sfruttamento produttivo di impianti e macchinari o di risorse immateriali (<i>know how</i>, marchi, brevetti), ottenimento di economie di scala, l'ampliamento della base sociale, la capitalizzazione, la diversificazione produttiva, l'espansione territoriale, la promozione di innovazione e nuovi modelli di servizio. In ambito cooperativo, recentemente, l'operazione di fusione per incorporazione viene anche promossa da entità ben strutturate a sostegno di realtà relative al medesimo settore che si trovano in condizione di forte difficoltà (commerciale e di <i>business</i>, organizzativa, economico-finanziaria) al fine di salvaguardare una base sociale e i connessi rapporti mutualistici esistenti, che rischierebbero di venire meno.</p>
<p>NEWCO</p>	<p>Società appositamente costituita in cui più soggetti imprenditoriali conferiscono beni, risorse, <i>know how</i>, licenze e diritti per il perseguimento di un determinato fine.</p>	<p>La creazione di una nuova impresa è volta all'integrazione delle attività di più imprese tali da comportare una rilevante e qualificata modificazione dell'assetto imprenditoriale dei soggetti coinvolti. Lo scopo di tale operazione è spesso quello di costituire una società <i>for profit</i> i cui soci sono le società cooperative al fine di promuovere il loro sviluppo commerciale e attrarre flussi finanziari (organizzazione ibrida).</p>
<p>CONSORZIO</p>	<p>Istituto giuridico che disciplina un'aggregazione volontaria legalmente riconosciuta che coordina e regola le iniziative comuni per lo svolgimento di determinate attività di impresa (art. 2602 cod. civ.).</p>	<p>Il consorzio nasce con una finalità di integrazione orizzontale, ovvero unisce imprese svolgenti la medesima attività realizzando economie dimensionali ed esercitando una funzione di coordinamento tra le stesse; analogamente può essere funzionale a un'integrazione verticale quando unisce realtà differenti, spesso appartenenti a una medesima filiera, offrendo la possibilità di condividere tecnologie, risorse e professionalità che in altro modo non potrebbero essere condivisibili.</p> <p>Tale forma è adatta in caso di elevato <i>turn over</i> delle imprese associate in quanto non prevede costi burocratici per l'entrata e l'uscita dei soci; apre inoltre la possibilità di partecipare a bandi pubblici.</p>

Alto

LIVELLO DI INTEGRAZIONE

Basso

LIVELLO DI INTEGRAZIONE	
Alto	Basso
CONTRATTO DI RETE	<p>Contratto stipulato tra imprese per condividere un programma comune, ma senza dar luogo a un soggetto giuridico autonomo e distinto dalle imprese contraenti.</p> <p>Il contratto può anche prevedere l'istituzione di un fondo patrimoniale e la nomina di un organo comune incaricato di gestire l'esecuzione del contratto o di singole parti o fasi dello stesso.</p>
BRAND	<p>Costruzione di un <i>brand</i> comune, ossia di un nome, un simbolo o disegno, o una combinazione di essi, utile a identificare merci e servizi di un gruppo di cooperative. Tale strumento è disciplinato da contratto tra le parti interessate e non consente lo svolgimento di attività esterne.</p>
PORTALE	<p>Costruzione di un <i>marketplace</i> condiviso. Tale strumento è disciplinato da contratto tra le parti interessate e non consente lo svolgimento di attività esterne.</p>
TEMPORARY MANAGER	<p>Creare e identificare delle figure di <i>temporary manager</i>, ovvero dirigenti temporanei, condivise tra le diverse realtà.</p>
	<p>Il contratto di rete è un accordo con il quale più imprenditori si impegnano a collaborare al fine di accrescere, sia individualmente che collettivamente, la propria capacità innovativa e la propria competitività sul mercato.</p> <p>Dal punto di vista imprenditoriale, le reti si distinguono da altre forme di aggregazione, in quanto la rete svolge una funzione di coordinamento tra i partecipanti, mentre l'assunzione delle decisioni resterà in capo a ciascuna impresa separatamente.</p> <p>La caratteristica fondamentale dell'attività della rete è rappresentata dalla presenza necessaria di uno scopo comune tra i membri della stessa. Inoltre, il contratto ha una struttura aperta, caratterizzata dalla possibilità di nuovi ingressi nella rete e dovrà quindi necessariamente prevedere i criteri di adesione di nuovi soggetti.</p> <p>Lo scopo principale della costruzione di un <i>brand</i> condiviso tra più realtà e che racchiuda più marchi al suo interno è quello di rendere tale gruppo di prodotti riconoscibili e identificabili in un'identità condivisa. Ne consegue quindi che un gruppo di prodotti identificati in un unico <i>brand</i> possono essere meglio comunicati, avere effetti in termini di commercializzazione e distribuzione, nonché possono assumere un ruolo maggiore rispetto alla concorrenza e fidelizzare i propri clienti.</p> <p>Un portale condiviso tra più cooperative operanti nello stesso settore o che condividono medesimi principi, accompagnato da adeguate strategie di comunicazione e commerciale, permette una maggiore visibilità alle imprese.</p> <p>L'introduzione di figure di <i>temporary manager</i> condivise tra più imprese permettono di investire su figure altamente qualificate e professionali per il raggiungimento di obiettivi comuni. Tale formula è comune per la definizione di strategie commerciali o di comunicazione in organizzazioni che condividono i medesimi obiettivi.</p>

Tab. 3 – Modelli di integrazione per lo sviluppo e la scalabilità dell'impresa sociale (fonte: AICCON, 2016)

Finally, confirming the importance of networking and mutual support among organizations, the Third Sector Reform introduced the possibility for all social enterprises (independently of the type of incorporation) **to allocate an amount not exceeding 50% of their annual profits and surpluses to other Third Sector Entities** that do not qualify as social enterprises and are not founders, members or partners of the donor social enterprise or controlled by the latter. These grants must be aimed at promoting specific social utility projects.

Research, education and skills development

As already mentioned, since 2011 the Emilia-Romagna Region has invested a lot in research activities, carrying out surveys to investigate the Emilia-Romagna social model more in-depth and in various aspects. In particular, studies were conducted on the experiences of the added-value generative Social Economy and of for-profit enterprises that contribute to generating shared value for the community (community social activities) or for their employees (corporate welfare):

- «Un altro welfare. Esperienze generative» (*Another welfare. Generative experiences*) (2011), survey carried out by Tavolo dell'Economia Sociale della Regione Emilia-Romagna (*Working Group on Social Economy of the Emilia-Romagna Region*).
- «Welfare e ben-essere: il ruolo delle imprese nello sviluppo della comunità» (*Welfare and well-being: the role of enterprises in community development*) (2014), survey carried out by Tavolo dell'Economia Sociale della Regione Emilia-Romagna (*Working Group on Social Economy of the Emilia-Romagna Region*), CNA E.R., Unioncamere E.R., Confindustria E.R.
- «Modelli di welfare aziendale a bologna» (*Models of corporate welfare in Bologna*) (2013), survey carried out by Fondazione Alma Mater.
- «Welfare aziendale» (*Corporate welfare*) project promoted by Unioncamere Emilia-Romagna.

The Region also promotes measures to support the competitiveness of businesses through the **qualification of human capital** -as one of the drivers of economic recovery in a territory-, to strengthen the competitiveness of businesses and to support innovation and development in the supply chains and the production systems, also through repositioning. The increase and innovation of skills within companies is one of the objectives that the Region has set itself both in the European Social Fund Operational Programme 2014/2020 - with reference to Thematic Objective 8. Investment priorities 8.5 "Adaptation of workers, businesses and entrepreneurs to change" - and in the Employment Pact signed in 2015 in which it committed itself, together with all the regional social stakeholders, to contribute to relaunching development and employment in Emilia-Romagna.

The interventions planned to contribute to this objective range from **measures to support business innovation to measures aimed at supporting the processes of business growth**, through targeted training of newly recruited staff.

One of the objectives of the Employment Pact is to turn Emilia-Romagna into the cutting edge of the new manufacturing industry that is being redesigned globally. To achieve this, the Region has committed itself to implementing development policies capable of generating qualified employment and increasing the number of companies that can operate on international markets. Part of the actions planned under the European Social Fund Operational Programme 2014/2020 meet the same objective. In the framework of these actions the Region invests in the skills required by the economic-productive system to face the challenges at global level. In 2016, **measures worth EUR 10 million** were financed: seminars, training courses and actions aimed at supporting digitization, internationalization and sustainable development processes and the competitive positioning of manufacturing and related services, the tertiary sector and tourism. It was a broad and comprehensive intervention whose goal was to transfer to the enterprises the necessary skills to implement product and process innovation as well as organizational and managerial strategies. For this reason, the target groups are entrepreneurs and managers, i.e. the people inside a company who are responsible for managing change.

Emilia-Romagna also invests in the **training of innovative start-ups** through a European Social Fund grant of EUR 2 million 200 thousand allocated to training measures to strengthen managerial skills and the ability to manage the distribution, marketing and internationalization processes among the people involved in the launching, consolidation and expansion of innovative start-ups. All this is possible thanks to a call for proposals that envisages, in particular, the setting up of life-long training courses to acquire skills in the areas of management, distribution, marketing and internationalization, and other training activities (not based on courses) to accompany new businesses, individually or jointly, to transfer the acquired skills into their work organizations.

Finally, training activities are also provided for within the cooperative representation networks for their members to improve the skills of their employees. Examples of such entities in Emilia-Romagna are **Demetra Formazione**¹⁷ - providing training services to Legacoop Romagna - and **Irecoop Emilia-Romagna**¹⁸ - a training body set up within Confcooperative.

¹⁷ <http://www.demetraformazione.it>

¹⁸ <http://www.irecoop.it>

5. Gap analysis and policy recommendations

Starting from the elements emerged from the analysis carried out, some lines and recommendations were identified in terms of policies to increase the competitiveness of social enterprises in the Emilia-Romagna region:

- **Fostering the creation of business networks, legal instruments and new organizational models.** The implementation of agreements, either formal or informal, and the establishment of groups of undertakings make it possible to improve the competitiveness of enterprises, especially micro and small ones, to increase their innovative capacity and to overcome the territorial logic. Scalability of an enterprise is a very slow and gradual process but very appropriate for social enterprises because its main purpose is not making money but maximizing community well-being and its objectives are mainly long-term ones. It is also important to encourage the adoption of hybrid models capable of paying back the investments of the shareholders of such organizations, thus bringing together patient investors and new shareholders who are no longer the workers who have traditionally controlled social enterprises. This orientation was also promoted at national level by the Reform of the Third Sector, which introduced the guarantee of a minimum return for those who invest in social enterprises, including those incorporated as joint-stock companies (art. 3, paragraph 3 of Legislative Decree 112/2017).
- **Crossfertilization between innovative start-ups and established companies.** There is a clear demand for innovation in mature social enterprises: innovation in terms of products, processes and, consequently, skills of internal staff. "Adopting" a start-up is a practice that more and more Italian companies are experimenting with. Coming across innovative companies, organizations often have the opportunity to update their business processes, products and services through a cross-contamination process which involves different skills and know-how. This practice leads to a win-win strategy: on the one hand, companies relaunch their business; on the other, start-ups have the opportunity to grow and test their business idea. The well-established social enterprises should therefore become "incubators" or innovation actors by matching their demand for innovation with the supply of start-ups.
- **Encouraging investment in new technologies.** Digital transformation becomes a strategic driver for social enterprises: it produces new economies based on co-production, inclusion, the ability to network and produce new social relations. In this perspective, technology becomes a tool to increase the scalability of social enterprises and, therefore, their investment capacity. The use of technology amplifies the social impact of a project, helps in the personalization of a product or service according

to the needs of particular types of users and promotes the creation of strategic partnerships.

- **Building impact oriented financing instruments.** The Italian market needs a large amount of innovation targeted towards performance-based instruments. Such instruments would bring about significant benefits, both in terms of increased efficiency in public spending and in terms of developing more effective social activities. It is therefore important to think of instruments that are tailored to specific indicators that highlight the peculiar characteristics of social enterprises, and therefore have a more "personalized" approach to credit access.
- **Promoting the development of new skills in social enterprises.** In a context where technology is becoming increasingly pervasive, social enterprises necessarily have to move from a "performance-based" logic to an increasingly "relational" one thus developing **soft skills** linked to flexibility, adaptability, creativity and innovation. From this point of view, it is certainly important to train in **digital skills**, which are high level skills, linked to the learning of new technologies and new information systems. **Entrepreneurship** as a whole should also be promoted as an asset that can produce value independently of its target function. In this framework, it is important for social enterprises to invest in new learning mechanisms aimed at developing these new crosscutting competences.

Annex 1: Interview grid

FORMAL DATA, ENTERPRISE CULTURE, ACTIVITY

Focus: Establishment of the company, mission, values, products and services

- When was your company set up?
- What needs was it supposed to meet?
- Who set it up?
- What values are at the basis of your work?
- How do you disseminate these values internally?
- Are the initial values still valid?
- Are there symbolic ways in which you represent these values both internally and externally?
- What kind of changes do you currently see in your values?

PRODUCTS, SERVICES, MARKET

Focus: Internal process control, users/customers, networks and systems of relations.

- What are the main processes that characterize your business?
- What type of services and/or products do you provide?
- How do you accomplish this?
- Who are your current customers?
- Have they changed over time?
- In which market sector do you operate?
- At what level (local, regional, national)?
- How do you currently inform your customers about you?

NETWORKS, RELATIONS AND SOCIAL IMPACT

Focus: stakeholders of the company. Intensity and quality of relations with subjects and context.

- Which subjects do you mostly relate to in your working context?
- Why did you make this choice?
- Has there been a change in the subjects with whom you relate?
- Do you happen to work in partnership with other parties to define services or products?
- Have you had any project co-designing experience?
- If so, has it been positive?
- Have the relations with other partners been formalised or are they based on informal agreements?
- Are you part of any network?
- How did this network come into being?
- How and where did you meet?/Why did you "choose" each other?
- Did you know them before?
- During the service design and management phases, how were the most relevant stakeholders involved in the scope of activity and in the reference community?
- What kind of relationship do you have with the Public Administration?
- Is the Public Administration involved in the implementation of your services?
- Do you entertain any relationship with for-profit companies, too?
- When did you cooperate?
- What kind of initiatives were they?
- Do you use tools to assess the social impact of your activities such as an annual report?
- Are there people especially in charge of this? If so, which roles do they hold?

LINES OF DEVELOPMENT AND CHANGE

Focus: evolution of the enterprise and new challenges.

- What have been the most significant changes in your business since it was established?

- What improvements have been made?
- Do you think your services/products are still relevant today?
- What are the most significant strategic lines of your development?
- What needs triggered them?
- Does your development basically relate to the same scope of action or are you looking for new opportunities?
- What has been your investment in research and development of new solutions over the last 5 years?
- What have they aimed at?
- Has the focus been on improving existing services or defining new activities?
- Have you undertaken any certification process such as quality certification?
- Do your process management activities include a system for monitoring and evaluating results?
- Have you taken any steps to open new offices? Or to relocate you operations?
- Have you had any experience of internationalization?
- If so, how has it been implemented?
- What is your most perceived need for change? (organizational, relations with partners/competitors, internal expertise, research, financing)
- Why?

ORGANIZATIONAL LEARNING

Focus: improving the organization's skills.

- Is there a role or internal function specially dealing with the management and development of H.R.?
- Have operating processes been formally recognised and described (phases, output, competencies)?
- Have you formally described the existing job profiles in your company?
- If yes, did you use a specific model for this description?
- Are there any human resources assessment paths?
- If yes, how is this accomplished?
- How do you identify the need for internal skills (formalised through data collection, interviews etc. or more informally?)
- What has been the average amount of education/support/training hours in the last 3 years?
- What was the total man-hour cost?
- What type of training did you organize? (compliance with external standards and directives %, technical skills related to operating process management %, development of crosscutting managerial and entrepreneurial skills %)
- Altogether, how many people were involved?
- How did you fund training (in-house resources, external funding %, co-financing %)?
- Which of the training methods was mostly used? (in-house %, offered by the system %, offered by external (regional/national) actors %)

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Focus: economic capability of the company, financial sustainability of change processes, initiative and autonomy from public funding.

- What is the main source of the financial resources that make up your revenue? (public sources at national level: public tenders, direct award of contracts, gratuitous grants, etc.).
- What type of financing method do you generally use for your investments? (credit institutions, self-financing, operating financial instruments)

Annex 2 - Summary of the interviews

Interview with Andrea Marchesini Reggiani - President of the Lai-momo social cooperative

Place and date of incorporation: Bologna 1995

Number of employees: 90 (employees and contractors) of whom 76 with fixed-term and permanent contracts

Number of members: 12

SHORT DESCRIPTION OF THE COOPERATIVE

Lai-momo was founded in 1995 after taking over the *Africa e Mediterraneo* magazine and became a social cooperative in July 2016. It operates in the social sphere, with a special focus on immigration, education and training, and deals with communication and publishing. The cooperative was established by a group of people including university teachers, teachers from various municipalities within the relevant area, and citizens, all sharing an interest in Africa, its artistic and cultural expressions, its political and social issues.

VALUE PROFILE AND DEVELOPMENTS

The values underlying Lai-momo's social activities are those of intercultural dialogue. For this reason, the name Lai-momo was chosen, which in a Ghanaian language means "burnt sticks", "burnt fireplace" and therefore "dialogue", because dialogue develops around a fire. The initial objective was to provide high profile social and cultural information on African political, social, cultural and economic issues using different communication tools. Today, the *Africa e Mediterraneo* magazine is 25 years old and is a reference point in the field of cultural cooperation and social communication.

Recently, increased feelings of intolerance and racism have been shown against foreign citizens: on the one hand, this stimulates the cooperative to strengthen its commitment to integration, on the other it requires the identification of new expression channels, bringing messages of tolerance to a public which is different from the historical one.

PRODUCTS AND SERVICES

Since 2007 Lai-momo has managed the migrants' info points in 17 municipalities in the Province of Bologna (providing advice on the right of residence, guidance to the territory, intercultural mediation services and specific consultancy), has organized Italian language courses, drawn up reports and dossiers. Since 2011, it has provided services to people seeking international protection and those under international protection -having managed reception and service provision projects during the so-called North African Emergency-, it has managed ERF projects (European Refugee Fund), provided specialist services within SPRAR (Protection Service for Refugees and Asylum Seekers - since 2014) and reception services throughout the Metropolitan Area of the City of Bologna. Since 2014, together with other cooperatives and associations, it has managed the "Centro Mattei" Regional Hub and 31 extraordinary reception centres in 24 municipalities. It manages work tutoring info points, provides mentoring and traineeships for asylum seekers, provides training for linguistic-cultural mediators and training courses for nursery school and primary school teachers. In the field of communication and web design, the cooperative is the publishing house for the *Africa e Mediterraneo* magazine and organises communication campaigns and publishing projects on nursery schools and reception, on the dissemination and increase of digital skills in the European youth population, on education to responsible consumption in secondary schools.

CUSTOMERS

Lai-momo has among its customers the Prefecture and the Municipality of Bologna, other Municipalities in the metropolitan area of Bologna, the European Union and the International Trade Centre. It cooperates with Fondazione del Monte and BMW Italia, with which it has organized two editions of the Summer school on forced migration and asylum in Bologna, and other profit-making companies with which shared projects have been started. The collaboration with the Municipality of Bologna, the Prefecture of Bologna and BMW is only recent. As far as the EU is concerned, increasing bureaucracy and competition among participating bodies are reported, which makes it more difficult to obtain funding.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Lai-momo operates mainly in the field of immigration, social communication and intercultural education. The international context has strongly characterized the identity of Lai-momo. Between 1995 and 2007, the social cooperative organized African art and comic strips exhibitions in Europe, Africa and New York, it partnered with the

Intergovernmental Agency for French-speaking Communities and collaborated with French intercultural centres in Africa and Europe. In addition, Lai-momo has worked hard with South Africa and promoted the artistic expression of artists, intellectuals and comic book artists from South Africa, Nigeria, Kenya, West Africa, etc. For 5 years, it was part of the consortia that published *The Courier*, the European Union magazine on international cooperation, and *Spore*, the rural development magazine in African, Caribbean and Pacific (ACP) countries. Recently, a partnership was initiated with the Ethical Fashion Initiative, the flagship programme of the International Trade Centre, an agency under the aegis of the United Nations and the World Trade Organization. Since 2009, Lai-momo has opened a branch in Brussels, which supports European project design, project implementation and networking activities with European bodies and networks.

NETWORKS, RELATIONS AND SOCIAL IMPACT

In addition to maintaining relations with its customers and partners, Lai-momo is a member of the Regional Anti-Discrimination Network, promoting information and awareness of individuals and communities and actively collaborating in supporting the victims of discrimination. It is also a member of the ASGI – Associazione Studi Giuridici Immigrazione (Association for Legal Studies on Immigration) in the Emilia-Romagna Region. Since 2017, Lai-momo has published its social report, whose chapters are written by the managers of the various sectors. The head of communication services is responsible for finalizing the social report.

LINES OF DEVELOPMENT AND CHANGE

Over the years, many changes have taken place. Initially, the activities were carried out by a small group of people, while today more than 90 people work at Lai-momo, including employees and contractors. The activities have also changed: although the focus has remained on social cooperation and publishing, the social area has taken an increasing important role. On request of the local authorities, the cooperative has started to provide reception and integration services for migrants and asylum seekers. At the same time, the professional skills within the cooperative have grown and a strong interest has developed vis-à-vis the labour world which is regarded as the only tool capable of creating true integration. Today, Lai-momo focuses on support and work tutoring activities and on the promotion of a social enterprise that will be involved in the production of accessories in collaboration with major fashion brands and with the Ethical Fashion Initiative program. Currently Lai-momo is not ISO certified but the management of the cooperative is considering the possibility of starting this process.

PERCEIVED NEED FOR CHANGE

Lai-momo is very interested in collaborating with the world of production, where it has found open gates and the possibility of generating concrete experiences of integration. The major growth in the cooperative's activities in recent years has highlighted the need

for greater structuring. This requires a different type of relationship among people, more complex, less immediate and flexible processes, while still preserving a strong sense of common identity. The recruitment of more staff in recent years, due to the increase and diversification of activities, has led to the need for a more organized type of structure.

ORGANIZATIONAL LEARNING

The cooperative has a Personnel Department, which is responsible for managing the company's internal human resources and for the selection of new staff. The tasks and results to be achieved within the various projects are defined using different tools (job descriptions, communications, etc.) depending on the project. Staff evaluation is carried out through meetings between the project coordinator, the cooperative's management and the personnel department. During these meetings the achieved targets, the positive nature of the collaboration and any critical issues are examined. The need for new skills was previously identified informally by area coordinators, sometimes as a result of the stimulus given by an external training provision. Subsequently, a person in charge of each sector of activity was identified and given the task to collect the perceived training needs from colleagues. A contact person was also identified for the training area. Within the cooperative's activities, whether administrative or technical, the control and evaluation of results are carried out on two different levels: an external and an internal one. In the former case, Lai-momo collaborates with external consultants who are responsible for the control and monitoring of technical and administrative activities. Internally, however, managers and area coordinators verify the actions taken during the process, monitor the outcomes, adopt corrective solutions, if necessary, and produce the necessary reports.

EMPLOYEE TRAINING

Lai-momo provides the following types of training to its employees: in-house training within the cooperative, organized by those in charge and held by trainers belonging to the cooperative; in-house training, organized by those in charge and held by external trainers and experts; finally, employee participation in external training events, organized by entities with proven experience on different issues. Training is self-financed.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Lai-momo's main source of financial resources is public, mostly from the Prefecture of Bologna (Ministry of the Interior), although collaboration with for-profit organizations is contributing to diversify the cooperative's revenues. Concerning investments, Lai-momo relies on credit institutions such as Banca Prossima and Emilbanca.

Interview with Erika Coppelli - President of the AUT AUT Association, Modena

Place and date of incorporation: Modena, 2003

Number of members: approx. 90 families

SHORT DESCRIPTION OF THE ASSOCIATION

The AUT AUT Modena Association was founded in 2003 by about 7-8 families with the aim of representing and supporting families with autistic members from Modena and its province. AUT AUT Reggio Emilia was established a few years earlier.

VALUE PROFILE AND DEVELOPMENTS

The association was established on the initiative of families with autistic children who felt the need to gather to feel less lonely, gain more visibility in the public arena and bridge the gaps of the hospital neuropsychiatry department. The shared value that underlies the association's work is the willingness to help autistic children and young people to become as autonomous as possible, giving them a voice and creating opportunities for inclusion. In order to keep values alive, meetings, trips and excursions are organised in which young people and therapists can have fun and live an independent experience.

PRODUCTS AND SERVICES

AUT AUT activities are manifold: from the therapeutic point of view, the ABA method is used. The approach to children is face-to-face or in small/larger groups, organizing Summer camps, independence/autonomy weekends, Saturday evenings together, 3-4 day trips, beach holidays (with therapists and psychologists) and activities for parents.

CUSTOMERS

The activities of the association are targeted towards autistic children and their families.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

AUT AUT operates mainly in the city of Modena and with its institutions but has created additional networks in the municipalities of the province of Modena depending on the area where the member families come from.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The voluntary partnerships established from the early years to-date have remained and become stronger. The relationship with the local territory and the Modena institutions

has gradually consolidated, thanks to the implementation of numerous family support projects, the organization information events, fundraising campaigns and representation of the community at institutional level. AUT AUT works with the support of many local businesses, such as the Modena association of butchers, which has provided meat for filling tortellini prepared by the children during the cooking workshop, the sports club of Cognento, Conad and Hombro, a local farm that every year gives the association a Parmesan cheese wheel. In addition, chef Massimo Bottura has made himself available to the association to advertise the "Tortellante" project. An important event was recently organised at the Military Academy of Modena with the police, with the aim of training police staff about the behavioural characteristics of subjects with autism.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The initial values are still valid and awareness has raised within the community. While, in the past, families with autistic children were dependent on health care facilities and schools, today they are much more attentive and prepared. AUT AUT is hosted in a building –made available to the association by courtesy of the Municipality of Modena– where every day children, their families and therapists are welcomed. Being able to have its own headquarters was an important and decisive moment for the association because it allowed it to grow and gave young people the opportunity to meet in a common space. Over the years, the families that have joined the association have grown in number (currently they are almost 90) and the need has arisen to start a more concrete project. The idea of setting up a social enterprise called "Il Tortellante" was thus put forward. The proposal was made following a cooking workshop that involved teenagers aged 14 and over belonging to the association, their grandmothers and therapists. The scientific staff behind the project was led by the former head of the Child Neuropsychiatry Department of the Modena hospital, who made himself available and trained the facilitators. The "Tortellante" project has generated great interest among many local realities and will soon become a social cooperative called Case Bottega. The aim will not only be to socially integrate young autistic people but also to produce quality products. The cooperative will be housed in a building made available by the Municipality in the centre of Modena, where the young workers will be able to live and work.

EMPLOYEE TRAINING

Almost all therapists have health-related qualifications and have obviously developed great awareness of this issue.

ORGANIZATIONAL LEARNING

The association has become bigger, major projects have been developed together with the Local Health Authority and the Municipality of Modena because the association is not the end but the means through which to stimulate children's growth and autonomy. AUT AUT works with other local actors on targeted projects, for example, concerning sport. Through constructive dialogue, the association was able to build a network of positive relations in the territory. Relations with families are nurtured through contact points, parent training and sibling activities.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

AUT AUT works with the Local Health Authority and the Municipality of Modena, with which it has an agreement for the provision of therapies. Furthermore, the Local Health Authority has recognized the therapists' professionalism and provides 4 hours free of charge to each member aged 6 to 15 years. From 16 to 18 years of age, the therapy hours are provided in partnership with the Municipality of Modena while from 18 to 21 years of age, the therapies are provided by the Municipality only. Every year, families pay a membership fee of EUR 30 and AUT AUT makes the staff available, paid by individual families as a function of the number of therapy hours. For this type of project as well as for trips and excursions, an economic contribution is required from the families. Some local actors, such as Rotary, Soroptimist, and other companies make donations. Finally, Banca Popolare dell'Emilia Romagna has borne the costs of renovating the roof of the premises. The association organizes many events, both in Modena and in its premises in Cognento (MO) because it believes in building a constant dialogue with the society and the public administrations for the dissemination of values and the collection of contributions, including intangible ones.

Interview with Alberto Caldana - founder and former President of the Porta Aperta Association, Modena

Place and date of incorporation: Modena, 1978

Number of employees: 25 operators, 600 volunteers

SHORT DESCRIPTION OF THE COOPERATIVE

The Porta Aperta association was founded in May 1978 on the initiative of Caritas Modena. At that time, the protection services were mainly aimed at minors, families and the elderly, while the marginalized adult group was not covered. As time went by, the expansion of activities and the greater operating needs clearly required an extension of the available premises. In 1990, the Bishop of Modena granted the association its current headquarters, a 1600 convent near the Modena cemetery, and launched a fundraising campaign for the renovation of the property involving citizens, institutions and local businesses. A total amount of one billion old Italian Lira was then raised. Some services are managed by volunteers (such as the medical clinic and the canteen), while others, including residential care, require the presence of hired operators.

VALUE PROFILE AND DEVELOPMENTS

The Catholic component and its symbolism are embedded in and permeate the work of the association. The main themes are those related to reception, hospitality and representation of disadvantaged people's rights. The association is in close contact with the various religious denominations in the city. Over the years, the reference settings have changed: in 1978, the association used to work with Italian adults and elderly people, while today most of its work is with young Italians and, to a very large extent, with foreigners. The association is known externally through various initiatives, such as the migration festival organized last year with the contribution of Cassa di Risparmio di Modena (*Savings Bank*). A photographic exhibition was organized in conjunction with the festival and the book "*Argini margini*" (river banks, edges) was published. The documentary/short film "*La parte che resta*" (The Remaining Part) was also made.

PRODUCTS AND SERVICES

Porta Aperta essentially carries out the following types of activities:

- Residential reception services in agreement with the Municipality of Modena and through participation in calls for proposals (in particular, the NOP (National Operational Programme) calls for proposals, axis 9, extreme marginality).
- Re-use of furniture and clothing: in agreement with HERA, the project "*Cambia il finale*" (Change the final) is still in place for the recovery of bulky waste. The discarded products are sold in the "Arca" charity shop.
- Management of a tailor's shop: in September 2018, the association will open a tailor's shop with the active participation of young refugees with basic cutting and sewing skills. A collaboration with the Modena Tavola consortium is in the process of being finalized to create upholstery and curtains for public places and restaurants. The form of incorporation of the social enterprise (i.e. simplified limited liability company) was chosen on account of the recent decree implementing the reform of the third sector.
- Management of Emporio solidale (*fair trade shop*): thanks to the mediation of Hera, the association has signed contracts with the Military Academy, Fiat tractors, etc. for recovering uneaten wholesome food, which is then sent to the canteen or to the fair trade shop.
- Management of a pharmacy: together with the Municipality of Modena, the Local Health Authority, Hera, Federfarma and ANT, a project called "*farmaco amico*" (friendly drug) was implemented, with the aim of recovering unsold C class drugs from municipal or private pharmacies and then donating them to those who cannot afford them.

The initiative of working with young people in the catering sector, where many of them already have good skills, is still in the process of being defined.

CUSTOMERS

In addition to being stakeholders, the Municipality of Modena, the Local Health Authority, the Prefecture, Hera and the Archdiocese of Modena are clients to whom the association provides services (e.g. the agreement with the Local Health Authority provides that all individuals without a health insurance card can be examined at the out-patient clinic in the Porta Aperta premises).

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Reception services and re-use at provincial level. Internationalization would be interesting for young operators who have never had any experience abroad but work in close contact with people from all over the world on a daily basis.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The association has relations with both public and private actors, operates in agreement with the Municipal Administration, the Local Health Authority, the Prefecture, the Diocese of Modena and for-profit companies such as Hera. It has also started a non-formalised collaboration with CNA. The Prefecture has asked Porta Aperta for the

availability to receive refugees, while the association has notified the Local Health Authority about the possibility of using its out-patient clinic. The association has signed a contract with the Prefecture and operational protocols with SERT (*mental health service*) and some municipalities of the Modena area. Some activities are carried out with profit-making organizations, such as the Club della Responsabilità sociale d'impresa (*Corporate Social Responsibility Club*) of which the association is a member. The association implements small projects with local businesses (e.g. Tetra Pack employees who wish to do some volunteer work can prepare meals for the canteen during their lunch break) and is the promoter of the Modena's Rete dell'Economia Solidale (Solidarity Economy Network), a second-level association (APS) consisting of 4 individuals who deal with re-use. As regards residential care (services, canteen), Porta Aperta is the only association providing services in this field, while many local actors provide refugee reception services. So far, Porta Aperta has not had any project co-designing experience and is rather critical about this.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

Two have been the most significant changes in the association since its establishment. Until ten years ago, there was both an association and a social cooperative called Porta Aperta. The two organizations have come apart and taken different courses. The President and Board members were recently replaced by people under 35. The choice to include highly-skilled young people has added a new and more modern perspective. The establishment of the social enterprise with the "Arca" charity shop, and the development of tools such as the sustainability report indicate that there has indeed been a change towards innovation. The services provided by the association are still valid today, but with profound changes. Its development does not follow an incremental logic: Porta Aperta rather tries to keep up with social dynamics, to consolidate its scope of action and open new ways. The main challenges are financial ones because of the difficulties in having access to credit. Today, Porta Aperta focuses its activity along three main lines: immigration, employment (training and job creation) and housing (Housing first network).

PERCEIVED NEED FOR CHANGE

The main perceived needs are: increasing the training of operators by improving their managerial skills and promoting access to credit lines to allow for greater investments.

ORGANIZATIONAL LEARNING

There is no human resources management and development function within the association: this role falls within the Director's direct responsibility. Human resources assessment pathways are being developed. The operators are divided into three categories: senior, recently hired ones and vulnerable groups for whom evaluation tools would be needed to measure the achieved level of autonomy. The main tool for assessing the social impact of the activities performed is the sustainability report

EMPLOYEE TRAINING

In recent years, about 18 operators have attended free "how-to-do" courses on communication in intercultural settings (about 40 hours a year) and meetings with a food operator to be able to work in the canteen. Employees were also offered the opportunity to attend training courses organized by other entities (e.g. Housing first Italy).

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Porta Aperta has a budget of approximately EUR 1 million, 50% of which is granted by the Municipality of Modena, while the remaining 50% of the revenue consists of fundraising activities and donations. An external company draws up the financial statements. In the last five years, the association has invested in the maintenance of its premises in order to increase the reception capacity and also in the introduction of more IT technology. Premises for the reception of refugees and the expansion of the healthcare area were purchased.

Place and date of establishment: Parma, 1970

Number of employees: approx. 5

SHORT DESCRIPTION OF THE COOPERATIVE

Cooperativa Parma 80, a joint ownership housing cooperative, was founded in January 1970 with the aim of building housing to be permanently leased to its members.

VALUE PROFILE AND DEVELOPMENTS

The initial objective - mutual solidarity with great social value, typical of joint ownership - has expanded and partially changed since 1990, when permanent lease forms were integrated with fixed-term rentals of 8-, 10-, 12-year duration with the possibility of selling at the end of the rental period. Furthermore, by virtue of Law 179/92 (Ferrarini-Botta), the possibility of alienating joint ownership was introduced and, consequently, the transfer of housing was included among the activities envisaged in the statutory mandate of the cooperative. Since 2010, Parma 80 has been part of the closed-end real estate investment fund for the development of the Parma Social Housing project, whose target is to build social housing for that segment of the population which, on an income basis, is not eligible for public housing but at the same time does not have the possibility of purchasing a house at market prices. The housing premises are accompanied by a series of services - managed by housing and social cooperatives - available to the new inhabitants and to the residents of the neighbourhood. The objective of Social Housing is to strengthen and enhance relationships as well as promote the creation of an integrated community.

PRODUCTS AND SERVICES

As part of the agreement to implement the Parma Social Housing project, Cooperativa Parma 80 was given the task of managing the rented housing premises from a technical, administrative and social point of view. Administrative management implies the collection and invoicing of rents, condominium expenses and everything regarding the administration of the condominium. The technical part involves constant verification of the functional status and maintenance of the buildings. The social component requires taking into account the problems of the inhabitants and dealing with critical issues, as well as organizing the management of social services provided together with the buildings (infant and toddler centre, caretakers monitoring the needs of elderly people, etc.).

CUSTOMERS

The customers of the cooperative are its members. No services are provided to people registered in the municipal rankings: the housing facilities of Parma 80 are meant for those who are not eligible for the houses granted by the Municipality because their

income is too high but not high enough to afford a rent on the private market. The main requirement for access is income, followed by the requirements referred to in Law 328/2000 (people with disability, people in need, others). Today, especially young people and foreigners join the cooperative, with different, more individualistic modes of participation and with more limited time perspectives. As far as joint ownership is concerned, the focus is now on the management of the existing real estate and no longer on the construction of new housing. Reception is also one of the activities of the cooperative. In the 1990s, the cooperative renovated schools that were used for the reception of migrants from the Balkans. For 15 years, Parma 80 managed 4 reception centres on behalf of the municipal Administration, which subsequently closed the facilities. There is only one reception facility left in the centre of Parma, which is owned by the cooperative and used for reception periods not exceeding 9 months.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

The cooperative works in the real estate sector, mainly in the city of Parma. At an international level, Parma 80 has relations with Madagascar, where it contributes to the creation of an agricultural training school. Through the TsiryParma association they have collaborated in the construction of 3 nursery schools. Teachers are paid out of the proceeds.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The cooperative entertains most of its relationships with the public administration, the construction companies, and the network of cooperatives belonging to Legacoop. The Municipality of Parma is the partner that granted the areas for the construction of joint ownership housing free of charge in exchange for a quota of flats. It is again the Municipality that currently fixes the facilitated rent price per square metre and the sale prices per square metre according to values established on the basis of territorial agreements pursuant to Law 431/98. After being awarded the building contract, the construction companies hand over the construction supervision to the cooperative. The relations with the 2,300 members are maintained through the circulation of the cooperative Newsletter and the sending of targeted information for applications whenever there is vacant housing. The Board of Directors issues half-yearly and annual financial statements, and members are informed through the Newsletter.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The most relevant change in Cooperativa Parma 80 occurred through participation in the Parma Social House project and in the Società di Gestione Risparmio (SGR - Asset Management Company). Through the SGR (now called Investire) a mechanism of collaboration was put in place between the non-profit sector and the Public Administration to respond to housing problems with the creation of social housing to be offered at affordable controlled prices to middle-income families. The project involved the construction of approximately 852 flats, 50% of which were for sale, 20% for rental

at controlled prices with an agreement for purchase from the 5th year and 30% for rental at sustainable prices for a period of 25 years, at the end of which they could be sold. The City of Parma, by public tender, gave areas with affordable land prices to SGR Investire which has involved local businesses and cooperatives for the implementation of a project of social housing. The initiative aims to create housing to be offered for affordable prices and controlled rents to low-income families. The company SGR Investire invested in the project while Parma 80 manages the housing premises and selects the users who can have access to them. Today, there are about 220 social housing properties available for rent and 200 for sale. It is foreseen that another 200 flats will be constructed for rental purposes. Since joint ownership housing facilities are no longer built, the challenge that allows Parma 80 to continue to pursue its social goals of mutuality and support for the weaker segments of the population with innovative instruments is precisely that of managing the accompanying services relating to housing. In recent years the cooperative has bought a plot of land with 15 housing premises. Today, an investment operation for the sale of 100 properties is about to be completed.

PERCEIVED NEED FOR CHANGE

The social management of the Parma Sociale Housing project has required a small-scale organizational revolution in the cooperative with major in-house restructuring and constant operational upgrading. Generally speaking, the provision of services changes as a function of the changes and needs perceived and expressed by the users who are also members of the cooperative. Furthermore, the cooperative tries to develop new strategies to meet the needs expressed by the Public Administration (Municipality of Parma).

ORGANISATIONAL LEARNING

The in-house administrative department employs 4/5 people, 2 technicians, 1 janitor and 1 cleaning worker. Legacoop provides payroll services, tax advice, etc. Administrative activities are carried out on a rotation basis without any formal description of the existing profiles of the cooperative. Legacoop provides training for employees. Monthly internal meetings are used to keep up to date with current activities and to define new project ideas.

EMPLOYEE TRAINING

Parma80 does not provide technical/organisational training to its employees.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Even though the need for new sources of financing is always perceived, the cooperative has set aside a fair amount of capital through the sale of real estate and leases. The financial resources come mainly from the rents and the revenues from the management of the properties of the Parma social house project and from the sale of properties. The cooperative has relations with the banks of the Legacoop network through which it can access mortgages and loans for new investments, even if this is only rarely needed.

Interview with Giulia Bommaci - President of the Arca di Noè Social Cooperative

Place and date: 2001 in Granarolo dell'Emilia (BO)

Number of members: 22

Number of employees: 169

SHORT DESCRIPTION OF THE COOPERATIVE

Arca di Noè is an A+B type cooperative that deals with the job integration of disadvantaged people through contract activities (assembly and packaging) for both local and private companies (e.g. removals). It was established as a protected laboratory on the wake of a project started with Caritas. Since 2006, it has participated in the management of reception facilities for people seeking international protection, in the design of individualized pathways that include legal support services to applicants for international protection, teaching of the Italian language, psychological support, guidance to training and work, guidance to the territory.

VALUE PROFILE AND DEVELOPMENTS

The cooperative draws inspiration from Christian values and adopts a concrete and secular approach to work and its activities.

PRODUCTS AND SERVICES

At its Cadriano site, Arca di Noè carries out contract work, mainly assembly, packaging and cabling activities. The cooperative has also implemented a transport service for interlibrary book lending, which covers the entire area of the metropolitan city. Since 2006, Arca di Noè has been involved in managing reception facilities for people seeking international protection and those under international protection, in the context of the Protection System for Asylum Seekers and Refugees (SPRAR) and the Extraordinary Reception Centres (CAS). It is also involved in the management of first reception services in Emilia Romagna at the "Centro Mattei" Hub. Arca di Noè's reception and integration projects aim to promote the independence and autonomy of the individuals involved, designing personalized trajectories on the specific attitudes and experiences of each. In order to support the reception pathways, it provides legal support services to applicants for international protection, teaching of the Italian language, psychological support, guidance to training and work, guidance to the territory.

CUSTOMERS

The main client of Arca di Noè is the public sector with all its various entities depending on the type of project (Asp Città di Bologna, Prefecture of Bologna, Municipality of Bologna, local and national private companies).

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

The cooperative operates mainly at local level, in partnership and collaboration with associations of the third sector, universities, schools and other cooperatives in the area. Production activities, as well as the reception of migrants and asylum seekers, are local in nature.

NETWORKS, RELATIONS AND SOCIAL IMPACT

Arca di Noè is a member of the SIC Consortium and a member of numerous associations and consortia (among other, Local To You, which deals with door-to-door selling of organic products, and Solare Sociale, which deals with energy efficiency and installation of photovoltaic systems). It is part of the Participatory Planning Group, established by the San Donato-San Vitale District and interfaces with associations, cooperatives, universities and local institutions in the planning of services.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The establishment of Consorzio L'ArcoLaio 2010, composed of Arca di Noè, La Piccola Carovana and Piazza Grande, represents the most significant moment in the history of

Arca di Noè because it has added other personal care services to the existing activities, thus allowing for greater service differentiation and more synergies. In 2018, Open Group and Società Dolce social cooperatives also joined the consortium for the management of reception and low-threshold services. The current service provision is more exhaustive and many services are carried out by operators of the Consortium.

PERCEIVED NEED FOR CHANGE

Arca di Noè and the SIC Consortium today perceive the need to understand the needs of the companies with which they collaborate for the job integration of disadvantaged people as best as possible. The relationship established with Federmanager, the association of retired managers, allows Arca di Noè to accurately understand the needs of companies and facilitates the implementation of common projects. At organizational level, the management of the Cooperative and the Consortium perceives the need to provide new answers to a profoundly changing environment, acting both on the strategic side steering the Cooperative along its way in an evolving scenario and on the communication side.

ORGANISATIONAL LEARNING

The staff, recruited by the Human Resources Department on the basis of well-defined skills and professional requirements, is trained and informed about procedures and methods depending on their area of employment and supported during the initial period. The evaluation of the achieved outcomes and accomplished objectives is generally carried out in groups at different levels. For this purpose, meetings are held on a regular basis for sharing the ways in which obstacles have been overcome as well as for giving value to individual experiences and skills in a process of organisational growth.

EMPLOYEE TRAINING

Arca di Noè has invested in development activities, in particular in setting up training courses aimed at optimising work and improving processes and internal communication. The management was also trained on how to interconnect and align different sectors. This type of training was funded with the Cooperative's own resources and included 4 meetings. It is now continuing with meetings organized as part of the Confcooperative Coop Up In project. Training is extended to all employees and is provided either by the Cooperative or by external agencies on issues related to the work performed (e.g. activities with disabled users, production activities, group dynamics, legislation on asylum, mental health, linguistic and cultural mediation, with a focus on the role of the mediator, etc.).

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Arca di Noè's financial resources come mostly from the public sector (e.g. calls for proposals of the Public Administrations, of the City Neighbourhoods of the Municipality of Bologna, etc.). The private sector contributes to the financial sustainability of the cooperative through the purchase of assemblies. For its investments, Arca di Noè uses investment funds for development.

Interview with Arianna Marchi - President of the Zerocento social cooperative

Place and date of establishment: Faenza, 1986

Number of member workers: 414

Number of non-member workers: 127

SHORT DESCRIPTION OF THE COOPERATIVE

The Zerocento social cooperative was founded in 1986 in the Faenza area, at a time when the Public Administrations were beginning to question the ways in which to make the available resources more efficient, and the cooperatives were taking over, compensating for their lack of personnel. Zerocento was established by a group of people representing different "education-related" worlds and sharing the same values such as interest in the collective dimension, in a new and more flexible organization of work and in mutual exchange.

VALUE PROFILE AND DEVELOPMENTS

Today, the core values of Zerocento continue to lie in the provision of services to its members, who represent the added value of the cooperative. Although these values are still true and perceived within the organization, there is awareness of the need to keep them alive and up to date, especially with regard to younger employees, who – in spite of being often more qualified than their predecessors - have not experienced the birth of the cooperative and do not know its historical and value-based implications. The participation of members is stimulated through the internal circulation of the house organ, now available online, containing information about upcoming events or open job positions.

PRODUCTS AND SERVICES

As the very name suggests, the services provided by the cooperative cover all phases of a person's life, with a special focus on the 0-6 age group. During its first year, Zerocento managed the summer camps in agreement with the Municipality, at the same time starting an experimentation on infant-toddler centres. From 1991 to 2001, an agreement remained in place with the Municipality of Faenza, which undertook to entrust the cooperative with its services. During the period 1991-2002, four infant-toddler centres were opened, to which Zerocento provided staff and buildings. Subsequently, the cooperative expanded its geographical area of activity to cover 17 of the 18 municipalities in the province of Ravenna. In addition to the children's sector (0-6), which is the main one, Zerocento has opened two facilities for unaccompanied foreign minors and two housing premises for asylum seekers in Faenza while housing solutions for asylum seekers have been provided within already existing reception facilities in Cervia. The cooperative's third sector of activity concerns the elderly and disabled including disabled adults, although they are only a minor activity.

CUSTOMERS

Due to the nature of the provided services, Zerocento mainly deals with the public sector, in particular with the local Municipalities, the Local Health Authority, the *Istituti comprensivi* (all-levels comprehensive schools), the Ministry of the Interior, the Emilia Romagna Region and, more recently, the Prefectures. Covenants, framework agreements and accreditation systems have been set up with these entities. Although collaboration with the private sector has always existed, it is now becoming stronger, not least because of the fewer public resources available.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

The company is based in the province of Ravenna and is well rooted in its territory. Although some services have the potential to be internationalised, this opportunity has not yet been taken up.

NETWORKS, RELATIONS AND SOCIAL IMPACT

Zerocento is a member of consortia, temporary business associations and networks. In all these settings, the cooperative tries to carry out projects that go beyond personal care services. The "*Come Te*" (Like You) network, created on the initiative of CADIAI in Bologna, for example, has made it possible to launch corporate welfare projects. All these networks have been formalised through shareholders' agreements, collaboration agreements and implementing regulations.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The cooperative's management firmly believes that it is necessary to experiment with new forms of service flexibility, even if this would require a broader scope of action and would involve higher costs for families.

PERCEIVED NEED FOR CHANGE

The public sector does not seem to be able to keep up with the market requirements: the procedures for awarding services are increasingly complex while the available resources are becoming increasingly scarce. As a matter of fact, today's families need more and more tailored services and fulfilment of their personal needs.

ORGANISATIONAL LEARNING

From an organizational point of view, Zerocento's job description contains the profiles, responsibilities and tasks of its personnel. The cooperative has an HR Department, with its own Manager, which controls the staff of the three areas, manages the internal problems of each sector and plans, together with the area manager, the training activities and the organisation of the teams. A human resources evaluation system is currently under development. It will be administered biannually in a cascade fashion (the area manager evaluates the resources assigned to him/her). For the time being the evaluation approach is based on the accomplishment of objectives (measurable, tangible and verifiable). This assessment is made only of the managers, while the cooperative's "production" workers will start to be evaluated next year. In 2012, they launched an analysis of past situations and redesigned their services, focusing on the most critical aspects. In 2014, after 25 years, a new president took over and this change coincided with the retirement of many members/employees. The result was a reorganisation of services and internal staff rotations, which initially caused concern among workers but was highly appreciated by the public sector. In addition, for about 20 years, the company has produced a social report, which is the responsibility of the Communication Department and the Business Management Systems Department. There is a high level of mobility within the company and many members have advanced in their professional career by moving from one sector to another. Zerocento makes itself known to the community through the organization of initiatives that involve the entire population.

EMPLOYEE TRAINING

In terms of training for employees, Zerocento has provided approximately 25/26/27 hours of training per capita – including both compulsory and professional training (industry regulations and supervision) as well as some professional requalification (some employees have attended courses and master degree courses on training cooperative managers). 85% of the training was about technical skills related to the management of operating processes, while the remaining 15% concerned the development of crosscutting managerial and entrepreneurial skills. The cost of training was around EUR 350 per capita. The Foncoop fund and self-financing were used as funding channels. The courses were provided by external training bodies and the Emilia Romagna Region.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

72% of Zerocento's financial resources come from public contracts or regional accreditation, 8% from participations (networks) and 20% from private entities. For investments and large-scale projects, the cooperative currently uses cooperation funds such as CoopFond. For other activities, it uses its own funds, whereas it only rarely resorts to loans from banks.

Interview with Caterina Vestito - Planning Department of Consorzio Solidarietà Sociale (FC)

Place and date of establishment: Forlì, 1985

Number of members: 7 social cooperatives and 2 non-profit organisations

SHORT DESCRIPTION OF THE COOPERATIVE

The consortium was founded in 1985 in the Forlì area on the initiative of cooperatives and voluntary associations that based their work on the value of belonging to a local community and small size enterprises. The founders decided that the consortium would become a reference point for the coordination of the various initiatives undertaken in the area, and began to build the first services to support business development, acting as an interlocutor with the territory and local authorities and encouraging the development of new experiences of social cooperation. The consortium is composed of 7 social cooperatives and 2 non-profit organizations that form its membership. The organisations within the consortium have the following main areas of activity: disabilities, minors, employment of disadvantaged groups, immigration and mental health.

VALUE PROFILE AND DEVELOPMENTS

The mission of Consorzio Solidarietà Sociale is to respond to the needs of the community and enhance the value of diversity. As the consortium grew, its identity values have not changed but the methods of representing them have. Economic sustainability - which is crucial for the existence of the cooperatives that are members of the consortium - is no longer taken for granted, requiring new forms of expressing and defending values. Training courses on social cooperation have been organized for younger operators and new communication tools addressing the citizenship have been identified.

PRODUCTS AND SERVICES

The Consorzio Solidarietà Sociale carries out the following activities: planning of services, administration, selection of Human Resources, communication of the consortium network to the outside (each cooperative manages its own communication channels), general contracting for immigration and disability services, quality consultancy for cooperatives that are ISO 9001 certified and advice for setting up development plans.

CUSTOMERS

The main clients of the consortium are the entities belonging to the Public Administration (Municipality of Forlì, Local Health Authority, ASP and the Emilia-Romagna Region), with which agreements have been signed and working groups have been set up on the development of welfare policies, and private subjects such as, for example, families. Consorzio Solidarietà Sociale works with the Cari Forlì Foundation as an important interlocutor for the start-up and support of development projects targeted to the community. At the same time, the consortium has signed agreements for the development of corporate Welfare Plans with Confindustria. As far as this topic is concerned, the consortium is also collaborating with Consorzio Solco in Ravenna and Consorzio Gino Martelli. Public sector customers have not changed over the years, while opening up to the private market has led to greater differentiation among stakeholders.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Consorzio Solidarietà Sociale provides personal care services. The social cooperatives that are part of the consortium are almost all type A cooperatives but have gradually acquired a mixed legal form (A + B) to address the issue of job integration which is very topical among those working with young people. At the present time, the services are provided at local level and the cooperatives are not yet ready to organize services at European level, even if the international dimension is considered a stimulus to the exchange of good practices and to have access to new sources of financing.

NETWORKS, RELATIONS AND SOCIAL IMPACT

Consorzio Solidarietà Sociale is a member of Consorzio Winner Mestieri, the Gino Martelli national Consortium (CGM) and Confcooperative. The choice to create a

network at local, regional and national level is linked to the need to go beyond the local dimension, which is no longer sufficient to cope with the complexity of the new requirements. The consortium collaborates with its stakeholders, represented by the users' families, the voluntary associations and the people living in the neighbourhoods where the member cooperatives are rooted. A collaboration channel has always been open with local for-profit companies for the search and recruitment of staff, including disadvantaged individuals, the management of staff-leasing contracts and the promotion of services for the family on the Familydea portal.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The level of internal cohesion and shared identity was very strong until 2008/2009. In 2014 and 2015, the Consortium experienced two very challenging moments, when the projects on "light" healthcare and eco-sustainable trade were not implemented. This was a major shock which led to in-depth reflections on the resources required to launch and support large-scale projects. From a positive angle, these events highlighted the need to change the way new projects are monitored and the skills required for their proper management and sustainability. The development strategy adopted by the consortium consists of creating a system of services and products provided in a perspective of sharing and mutual exchange within the network. The recent economic crisis has affected the soundness of member cooperatives, but has had an even greater impact on the Public Administration. Indeed, cooperatives reacted with good flexibility and resilience. Since 2010, the private market has stepped in and for the first time the need to develop new skills has emerged.

PERCEIVED NEED FOR CHANGE

The two main needs perceived by the cooperatives that are part of the consortium emerged in 1985, when the need for greater representation and a more streamlined approach to the Public Administration was felt. Then, starting in 2010, the urgency was perceived to acquire greater professionalism in order to be more attractive on the market in a changing economic scenario. In order to meet the latter need, the consortium felt the need to hire highly skilled human resources.

ORGANISATIONAL LEARNING

The consortium has a professional function who is responsible for communication and marketing and carries out activities aimed at involving for-profit companies in corporate welfare projects. In March 2017, the Board of Directors established an in-house planning and development hub that identifies development plans which may be suitable both for the consortium and its cooperatives, pooling the specific needs of individual companies in crosscutting areas. The management of the consortium is aware of the need to adopt a tool to measure the social impact. A first step in this direction is the assessment of relations (drawn up this year on 2016 data), which defines the path and systematically reviews the internal relations and the objectives of strategic projects. The results achieved at various levels will be monitored through horizontal six-monthly/annual reviews and the use of specific indicators. The operational processes

have been formally described and the consortium has an organisational chart in which competences and roles are defined. There is a Human Resources function, which coordinates the work of the Human Capital team together with the managers of the member cooperatives.

EMPLOYEE TRAINING

Consorzio Solidarietà Sociale provides to its employees 330 hours of training per year. Fon.Coop is the fund used to finance the training initiatives. Alternatively, self-financing is implemented and the average annual cost is about EUR 300 per employee. The individual Human Resources functions of the cooperatives deal with training, report the identified needs to a central level so that, subsequently, the consortium manager draws up a plan with common guidelines. Training is technical/ thematic in nature on topics such as conflict management and social cooperation. The consortium has taken part in a training course promoted by the Consorzio Gino Martelli on welfare management, which consists of theoretical and technical knowledge with the aim of involving for-profit companies in common projects. 70% of the training was in the management of operational processes, 30% in transversal skills. Training covered all operators, coordinators and the management of cooperatives. 60% of training is provided by the local and national CMG system, 30% is organised in-house and 10% is provided by external parties.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

The economic resources mainly come from the public sector. The Consortium obtains its revenues also from the private market users who access its services, tax donations (5x1000 = five per thousand part of yearly taxes on earnings), funding through calls for proposals (by training bodies and the Fondazione Cassa di Risparmio) and European projects (Erasmus +). Most of the activities have so far been self-funded, while the member cooperatives resort to Foncooper for their investments.

Interview with Patrizio Lamonaca - Director of the Fondazione Nuovo Villaggio del Fanciullo

Place and date of establishment: Ravenna, late 1960's

Number of workers (employees and contractors): approx. 60

SHORT DESCRIPTION OF THE COOPERATIVE

Fondazione Nuovo Villaggio del Fanciullo was established in the late 1960s in Ravenna on the initiative of Don Ulisse Frascali, who initially made his family's land available to the Foundation and, over time, managed to accumulate large real estate properties. Until 2004, the Foundation had no management, its activities were carried out by volunteers and its debt had reached almost EUR 3 million. This situation forced the Board of Directors to ask for the intervention of the prefect of Ravenna who, after a period of receivership, which allowed the Villaggio to recover from the high level of indebtedness, asked Ravenna's institutions to participate in the governance of the Foundation. Today, about 60 people work permanently in the Villaggio, 81% of employees are hired and 90% of them have a permanent contract.

VALUE PROFILE AND DEVELOPMENTS

The goal of Don Frascali was to create a village where people in need could be accommodated. Nuovo Villaggio del Fanciullo was born on this basis, although the founder intended to open other similar premises throughout the country. Over the past three years, the Foundation has worked on reconstructing its mission, which was summarized in the phrase "Give back full citizens to the society". This motto is put into practice on a daily basis in all the activities in which users are involved. The Foundation's objective is to ensure that the Villaggio is not perceived as an entity outside the society but is well integrated in the local context. Constant dialogue and enhancement of employees are the channels through which values are disseminated within the organization. Nuovo Villaggio del Fanciullo communicates its values to the outside through its real estate property, which is made available to the community through the commercial activities that take place inside it.

PRODUCTS AND SERVICES

The Foundation's activities are organised within the premises it manages. Villa Nina is a Centre for crisis management, diagnostic re-assessment and detoxification, hosting patients who are referred to by the SerT Addiction Services for screening and initial detoxification. The centre has a maximum capacity of twenty beds, which are occupied for a period from three to six months, during which users are followed by a team composed of psychiatrists, doctors, psychotherapists, nurses, educators and a supervisor; the Comunità terapeutica (*therapeutic Community*) is a healthcare facility accredited with the Emilia Romagna Region that hosts users who have applied for access after completing the detoxification process at Villa Nina. Patients can stay in the therapeutic community for a year and a half, following personalized paths of social reintegration under the supervision and assistance of a team of professionals. During this period, the patients carry out various activities: some of them work in the laundry, others in the vegetable garden. Furthermore, the Foundation manages a 6-bed apartment unit in Cesena to facilitate social and job integration and 3 community lodgings for 30 unaccompanied foreign minors. In 2013, Villa Nina was renovated and new staff were hired. Investments were also made at the Foundation's headquarters, where the lobby area was extended to create a pleasant and welcoming environment.

Today, the ice-cream parlour, the multi-purpose room and other spaces where the young people living in the village will be employed are being renovated.

CUSTOMERS

The main local organizations with which the Foundation entertains relations are: the SerT Addiction Services, which refer patients to the rehabilitation facilities and contribute financially to the payment of the fees for staying at Villa Nina and at the therapeutic community, and the Social Services, which are in charge of unaccompanied foreign minors for whom they pay the daily fees. Since 2008, the Foundation has been an accredited body and this status has replaced the agreements previously signed with the public sector. Private access to the Foundation's rehabilitation facilities is also possible. A further source of funding is the renting out of commercial premises within the Villaggio area. Examples are: ISCOM, which organizes cooking training courses (using products from the vegetable garden where the young guys hosted at the Foundation work) and provides 2 free training courses to the users of the premises; a music school; an arena for summer shows (which hosts performances attracting up to 600 people) a sports hall, where young people living in the Foundation also train, a pizzeria and other premises. In addition to the economic component, the real added value of these commercial operations is being open to and involving the local community and the entire neighbourhood, which have never complained about a facility hosting people recovering from an addiction.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

The possibility of international projects was explored by the Foundation through the NGO created in 2004 and only recently started up again. The Foundation has worked on three projects in the field of development cooperation, one in Afghanistan, which is currently at a standstill, and two in southern Senegal. Of these, one in a hospital for training people in the use of ultrasound equipment and one in a village where an ice cream parlour has been set up with the help of Carpigiani. From March to-date, 5 women from the village have produced ice cream, working a lot with schools.

NETWORKS, RELATIONSHIPS AND SOCIAL IMPACT

The Foundation is part of the Acudipa network for pathological addictions. The main stakeholders of the Villaggio are the members of the General Committee composed of 18 bodies from the Ravenna area, with a background in volunteering activities as well as business. The activities are monitored annually by the General Manager and the Area Managers.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

Since 2007, the Foundation has undergone a profound change: it has elected a new Board, consisting of professionals who voluntarily contribute according to their areas of

expertise. In the last 3 years, the Foundation has closed the financial year with a positive balance. The decision to invest in new staff has allowed the Foundation to become a sound organization that over time has witnessed an increase in the number of users who turn to its services. Today, there are 95 young people in residential care (of whom 30 are unaccompanied foreign minors) and 65-70 users with addiction problems.

PERCEIVED NEED FOR CHANGE

In order to continue to grow and become stronger, the Foundation sees a need to further invest in its staff.

ORGANISATIONAL LEARNING

From an organizational point of view, the Foundation has a job description but there is no specific function dedicated to Human Resources. Therefore, recruitment is done by the General Manager and the Head of the sector in which the new employee must work. The management of the Foundation strongly believes in the value of employee meetings and exchanging ideas. In addition, in order to give visibility and adequate representation to the work of each individual, every 2 weeks the General Manager meets the managers of each area who, in turn, report back to their subordinates on the news and changes affecting future developments.

EMPLOYEE TRAINING

For the past 3 years, the annual training plan has been funded as part of the "FORTE" project (a fund supported by ISCOM). The two approved plans, worth EUR 50,000 each, are multi-faceted and do not cover the working areas only. A 40-hours English course was provided to all employees and the team cooking training/motivational approach was also tested to promote teamwork. This project involved 10 employees from the 3 main facilities (Villa Nina, the therapeutic community and the Centre for unaccompanied foreign minors) as well as an administration department employee. Every two weeks the General Manager meets the managers to discuss their respective areas of competence and 4-5 times a year the budget and the financial statements are reviewed and prepared together.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

The financial resources through which the Foundation is financed are the accreditations with the public sector and corporate fundraising involving organizations such as business foundations, Cattolica and Johnson and Johnson.

Interview with Caterina Segata - Head of Consorzio K9 (Società Dolce)

Place and date of establishment: Bologna, 2009

Number of partners and employees: employees of Società Dolce

SHORT DESCRIPTION OF THE CONSORTIUM

Consorzio K9 is a special purpose vehicle and an example of vertical integration. It was established in 2009 for the design, construction and management of the Filonido inter-company and municipal infant-toddler centre with a certain number of places reserved to employees of the Emilia-Romagna Region, the Municipality of Bologna, Unipol, Hera and Legacoop. The remaining places are made available on the private market. Consorzio K9 is composed of type A cooperatives, such as Società Dolce, Camst, Cadiai (which holds a residual share) and a type B cooperative, Eta Beta which, with the "progetto lavanda" (lavender project), supplies the infant-toddler centre with washable nappies. Filonido is the result of a co-designing process, which has brought together all the professional skills necessary for the provision of a high quality service (architects, pedagogists and suppliers of furniture and materials).

VALUE PROFILE AND DEVELOPMENTS

K9 has inherited the creative tradition that has characterized the Emilia-Romagna Region and takes it forward with the creation of an innovative and inclusive model of infant-toddler centre. Managing such a complex reality with a high degree of autonomy has made it possible to make a leap forward in terms of innovation. The values underlying the work of K9 are respect for the environment, sustainability, structural and managerial flexibility, which are considered a crucial element to provide a service capable of responding to the needs of families and the territory. Movable partition walls, for example, make it possible to continuously reorganize the spaces. An open attitude towards the families is another important value for Filonido, which tries to provide services during the hours and periods in which the traditional nursery schools are not open. An example of this is the "Giochi in città" (*City Games*) project, which allows the

infant-toddler centre to accommodate children aged between 1 and 5 (not enrolled in that centre) during the Summer months when less enrolled children attend. The outdoor spaces, the collection of rainwater, the opening of the premises to parents, as well as the constant dialogue and organization of paths to raise awareness about environmental protection are other distinctive features of Filonido and Consorzio K9.

PRODUCTS AND SERVICES

Each member of the consortium contributes to the provision of services: CAMST provides meals, Eta Beta provides washable nappies, Manutencoop is responsible for maintaining the premises. Filonido is an infant-toddler centre from September to June. During the Summer, the centre is open for the "Giochi in città" (*City Games*) project. On weekends, it is open for the organization of birthday parties and other events.

CUSTOMERS

Filonido's customers are families, some of whom attend directly (paying fees) and others on the basis of agreements with companies (RER, Unipol and Hera) and with the Municipality of Bologna. For the organization of "Giochi in città", Filonido has established relationships with for-profit organizations that book quotas for their employees, as part of their corporate welfare programs.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Filonido operates in the metropolitan area of Bologna but the growing interest in the project, also on the part of foreign delegations, has led the Consortium management to assess the possibility of extending the model to other settings, including international ones. Although Consorzio K9 currently does not have a network of European and international contacts, the exploration of certain realities such as Spain (Barcelona), Belgium and England is perceived as a stimulus and opportunity to innovate its services.

NETWORKS, RELATIONSHIPS AND SOCIAL IMPACT

Consorzio K9 has relations, in particular, with the Municipality of Bologna, the Emilia-Romagna Region, Città Metropolitana and with all those entities with whom a dialogue was in place within the area plans (co-designing of services and inter-institutional working groups for the management of services). Through its member cooperatives, Consorzio K9 is part of Legacoop and AGCI. Finally, the dialogue with for-profit companies is possible through membership in Unindustria (FARETE).

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The fundamental characteristic of Filonido is that it is a continuously changing project. The annual activities are planned after listening to the needs expressed by the families. Through SWG, they have also conducted a survey on families in Northern Italy with the aim of re-designing services according to the needs that have emerged. Recently, Filonido started opening also on weekends to allow families to have a place where to

organize birthday parties. The management is also interested in deepening its knowledge of the healthcare sector.

PERCEIVED NEED FOR CHANGE

The objective of the Consortium was to provide the public with a service that would respond to concrete needs, such as those related to funding. This complexity has been entirely handled by the Consortium, which in turn invoices to all its members. The Public Administration is asked to take on a role of guidance (e.g. to call for proposals). Given the complexity of the current situation, the perceived need is to identify new professional profiles with strong personalities and an economic and management background in cooperation and services.

ORGANISATIONAL LEARNING

Conorzio K9 is subject to a system of continuous assessment and evaluation of employees by Società Dolce. This extends to all 3,000 employees of the cooperative. Further evaluation of the service is carried out by the parents. The consortium has the specific sector certification (childhood) issued by Società Dolce. The management believes that it would be appropriate to re-organize the consortium and its internal skills.

EMPLOYEE TRAINING

In-house training is provided internally, but an ad hoc social anthropology training course has been designed with the University (co-designing) on diversity and inclusion, to allow professionals to understand the discomfort shown by children from other cultures. There are 30-40 hours of training per year, divided into 2 (activities and ability to interpret the work setting). All personnel is involved in in-house training and supervised for the purpose of lifelong training of members and employees.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

The financial resources of Consorzio K9 are both public and private. The revenues come from the fees paid privately by families and the fees paid by the Emilia-Romagna Region, the Municipality of Bologna and other companies, which have reserved places for the children of their employees inside the infant-toddler centre. The Consorzio K9 also has additional earnings from the other activities organized in the infant-toddler centre, such as "Giochi in città" and birthday parties.

Interview with Nicoletta Zani - President of Consorzio SIC

Place and date of establishment: Bologna, 1994

Number of members: 16 cooperatives

Number of employees: 800

SHORT DESCRIPTION OF THE COOPERATIVE

Consorzio SIC was set up at the end of 1994 by four founding members. In 1999, the number of members rose to 13 and this increase continued until 2016, when the consortium reached 24 members. The history of SIC is characterised by mergers and liquidations of its member companies and today the consortium is made up of 16 cooperatives of type A+B, B+A, some cooperatives of type B and only one cooperative of type A. With regard to its member cooperatives, SIC acts as general contractor in the acquisition of contracts, strengthens and promotes the individual organisations in the local market coordinating their activities, supports the methodology of job integration and identifies new development paths.

VALUE PROFILE AND DEVELOPMENTS

SIC aims to create more job opportunities for disadvantaged people and people at risk of exclusion.

PRODUCTS AND SERVICES

Through activities such as maintenance of green areas, cleaning and sanitation of working environments, company and cemetery services, which represent the core business of the member cooperatives, social and educational services are also provided to disadvantaged people. The presence of staff with educational background within the production activities allows vulnerable people to acquire working skills in a protected and monitored environment. The consortium also provides services to support job integration in private companies.

CUSTOMERS

The main actors SIC deals with are the territorial social services, the Municipalities and Districts of Città Metropolitana di Bologna, private and cooperative enterprises, and not-

for-profit enterprises. SIC - together with Società Dolce, Asscoop, Cadiai, Nazareno, Arti e Mestieri, Coop Arcobaleno and Csapsa - collaborates with the Bologna Local Health Authority in co-designing interventions for psychiatric patients out of the healthcare budget. The consortium has collaborated with the Municipality of Bologna in co-designing the Case Zanardi project.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

The management of the SIC consortium considers that the possibility of internationalising its services is remote, although there is a strong interest in exchanging experiences with European or international entities as has already been the case for some working areas (e.g. recycling).

NETWORKS, RELATIONS AND SOCIAL IMPACT

SIC is a member of Legacoop and has set up, at provincial level, the EcoBi consortium, which groups together social cooperatives in the Emilia-Romagna area. The consortium created the SIC LAVORO network contract to operate in the field of employment services of the Emilia Romagna Region, of which it is an accredited body. Finally, it is part of the Orius consortium and the European Reuse network.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The consortium intends to focus on the theme of work, the promotion of inter-cooperative training activities for job support and accompaniment and the planning of ad hoc training courses. SIC is also interested in the issue of migration. In particular, the consortium considers it appropriate to also work on the social and job integration of migrants in the period following their first reception.

PERCEIVED NEED FOR CHANGE

To date, the most urgent need felt by the SIC consortium is to obtain funding to promote the social inclusion of vulnerable individuals. From a political and institutional point of view, there is a need to make provincial and regional institutions more accountable and aware, so that the social cooperation sector takes on a more important role and social cooperatives are not considered as traineeship places but proper enterprises, capable of generating development in their territory.

ORGANISATIONAL LEARNING

In order to be able to stay on the market and offer competitive services, SIC management is aware of the need to promote the entrepreneurial dimension of the consortium and focus part of its activities on research and development of new markets and new production sectors. In order to operate at their best on the market, our cooperatives have acquired or are in the process of acquiring all the necessary

certifications according to the sectors in which they operate (registration in the National Register of Waste Management Companies, Quality System, Environmental, Ohsas certification, etc.). In addition, all the cooperatives belonging to the consortium have implemented or are implementing a process of compliance with Law 231. For a consortium of cooperatives that aims at the employment and social integration of disadvantaged people, being competitive is more complicated than for a profit-making company, because the productivity rate is lower. From an organisational point of view, the decision was taken to provide SIC with a streamlined management system, leaving ample room to cooperatives. As a matter of fact, the consortium has only two employees and the working groups are created together with the member companies, which provide their own personnel or external consultants. There is no specific function dedicated to human resources and the recruitment of new staff in the workforce is done directly by the cooperatives, which are autonomous and may decide at any time to hire new professionals or invest in real estate for the opening of new offices or operating sites. Also from the point of view of financing, each cooperative maintains relations with banking institutions, while no funding is ever requested at consortium level.

EMPLOYEE TRAINING

In spite of the various mergers and acquisitions, SIC has always had job protection as its first goal and, over time, the number of people employed by its member cooperatives has increased. The training hours provided by SIC to the employees of the cooperatives mainly focused on themes such as the new tender code (for a total of 16 hours during which 30 employees from all the member cooperatives were involved), the management of the waste collection centres (involving 15 people) and job accompaniment (for a total of 20 hours and 40 employees involved). The SIC consortium uses self-funding or Foncoop to finance the training activities.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

The public sector is the main interlocutor of the consortium, with agreements and contracts accounting for 90% of its financial resources.

Interview with Sarah Oliviero - President of the Aliante social cooperative

Place and date of establishment: Modena, 1993

Number of members: approx. 234

Number of employees: 507

SHORT DESCRIPTION OF THE COOPERATIVE

Aliante is a social cooperative of type "B" (job integration) and "A" (social, educational and care services). It was founded in 1993 in Modena with the clearly stated aim of creating a new social and entrepreneurial reality, with the purpose of fighting against the exclusion of the weakest citizens through the right to work and social relations.

VALUE PROFILE AND DEVELOPMENTS

Aliante carries out activities of social inclusion and job integration in favour of disadvantaged individuals, who represent a significant component of its staff. The cooperative considers the enhancement of its internal resources and the strengthening of the sense of belonging of members and workers to be of fundamental importance.

PRODUCTS AND SERVICES

In the field of personal care services, Aliante manages infant-toddler centres and nursery schools, sheltered housings for people with mental disabilities, residential, semi-residential and territorial projects for minors, and proximity services for young people. Disabled and disadvantaged people are involved in the following job integration activities: cleaning and sanitation, environmental hygiene, maintenance of green areas, janitor services. Today, Aliante employs more than 507 male and female workers, 68% of whom are women; in type B activities, 58% of workers are disadvantaged and disabled, all employed according to the terms of the National Collective Labour Contract for Social Cooperatives.

CUSTOMERS

Aliante has fruitful collaborations with Bodies and Municipalities of the Modena Province within the integrated public/not-for-profit system and has provides services to public and private companies, both with direct contracts and through tenders. Aliante's main clients are: Assicoop Modena e Ferrara spa (General UnipolSai Insurance Agents for Modena, Ferrara and their Provinces), the Local Health Authority of the District of Modena, Carpi, Vignola, Castelfranco and Sassuolo, C.S.C società cooperativa, the municipalities of Modena, Bomporto, San Cesario and Unione dei Comuni del Sorbara,

Unione dei Comuni del distretto ceramico, Unione dei Comuni Modenesi Area Nord, the social solidarity consortium, the Ecobi consortium, Fondazione Cresci@mo, Fondazione Teatro Comunale di Modena, Imal srl, Manutencoop Facility Management spa, and others. The collaboration with Hera and Ferrari, for whom some of the cooperative's disadvantaged workers maintain green areas, is also an excellent showcase for Aliante.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Aliante provides personal care and job integration services to disadvantaged people in the province of Modena.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The cooperative is a member of Lega nazionale Cooperative e Mutue (*national League of Cooperatives and Mutual Societies*), of Consorzio di Solidarietà Sociale Cooperative Sociali (*Consortium of Social Cooperatives for Social Solidarity*) in the province of Modena and of the Third Sector Forum; it is also a member of the Modena Association of Socially Responsible Enterprises.

STRATEGIC LINES OF DEVELOPMENT

Aliante believes that nowadays it is essential to requalify the auxiliary staff working in infant-toddler centres and nursery schools as well as the mental health sector whose services, although they have always been a fundamental component of the cooperative's identity, have not been innovated in recent years putting Aliante in a disadvantaged position in the tender rankings. Aliante's management is convinced that cooperatives must necessarily rethink of their services in an innovative way and collaborate with the for-profit sector proving to be a reliable partner. For this reason, Aliante stepped in a temporary joint venture composed of a for-profit company and a consortium of cooperatives, with which it won the tender for the management of environmental services at HERA, showing the for-profit company that it can lead the group and be able to obtain the contract.

PERCEIVED NEED FOR CHANGE

The cooperative perceives the need to establish closer relations with the services that refer people to Aliante to guide their integration into the job market. At regional level, they consider it appropriate to fully implement the legislation that promotes the relationship between local authorities and social cooperatives by entrusting 5% of the municipal supplies to social cooperatives. Most local authorities contract services out to social cooperatives in a percentage of less than 5% and no territorial survey has ever been carried out to map this situation.

ORGANISATIONAL LEARNING

Two years ago, Aliante underwent an internal reorganization process, which resulted in the cooperative having a tender and project design department as well as a purchasing department. Investment in personnel is considered fundamental by the management, who believes it is preferable to train young people from below so that they can gradually grow within the cooperative and end up covering higher positions rather than acquire external personnel. This type of career path is now regarded as important, especially in the field of mental health. Aliante is certified in compliance with UNI EN ISO 9001:2015 and OHSAS 18001:2007; it has obtained the SOA Certification (maintenance and care of green areas), it is registered in category 1C of the Environmental Management Register of the Emilia Romagna Region, it is registered in the WHITE LIST of the Prefecture of Modena, it has adopted the organization and management model envisaged by Law 231, it has obtained the **++ Legality Rating (maximum is 3 stars). Aliante believes that the cooperation of the private and not-for-profit sectors can enhance its internal resources in a more flexible way than the public administration alone. For this reason, the relationship with the public sector can positively affect both sides.

Approximately once a year, all employees are assessed on their performance and the management of their responsibilities, in order to determine new objectives in general and individual management, both at operational and remuneration level.

EMPLOYEE TRAINING

Aliante funds training for its employees through participation in calls for proposals issued by training funds. There is a part-time worker within the cooperative that organizes the training activities. For some years now, training plans have been drawn up on the basis of an analysis of internal needs. The latest plan consisted of 20 courses. Two-thirds of the workforce, including newly hired staff, are involved in these processes. Training also covers organisational and procedural aspects and addresses blue-collar workers, too. Usually, when a training plan ends, a few months pass by and a new one is introduced. During the training courses, instruction sheets are described which become useful guidelines for operational functions.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Aliante has developed a good financial forecasting ability, which has proved to be crucial for planning the cooperative's investments and being a reliable partner to large for-profit companies. Another key decision was to implement regular management audits by the people in charge of this type of control and the use of appropriate technological assessment tools. All this is combined with specific staff training on cost and revenue management.

Interview with Katia Ceccarelli - President of the ANCORA social cooperative

Place and date of establishment: Bologna, 1994

Number of employees: over 2000

SHORT DESCRIPTION OF THE COOPERATIVE

Founded in Bologna in 1994, Àncora is a social cooperative for personal care services that manages social, welfare, health and educational services for public and private entities, under a sub-contracting and accreditation system. The staff of Àncora now exceeds 2,000 employees and the turnover is more than EUR 54 million. The staff cover a wide range of professions ranging from healthcare professionals, to educators, social workers, psychologists, entertainers, physiotherapists, nurses, doctors, coordinators, pedagogists. Àncora is a member of AGCI - Associazione Generale Cooperative Italiane (Italian General Association of Cooperatives).

VALUE PROFILE AND DEVELOPMENTS

Àncora is founded on the values of social cooperation, where what matters is that everyone be a member and be able to cast one vote, according to the “one man, one vote” principle. By adhering to and adopting this basic assumption, the cooperative always works according to the logic of management of the common good, not to maximize profit but rather to ensure better conditions for its members.

PRODUCTS AND SERVICES

The cooperative has a history of more than twenty years. It all started with interventions in favour of the elderly through the provision of diversified services, with special focus on the individual and on continuous innovation. This approach has gradually extended to other areas. Today, Àncora is responsible for designing interventions to support disabled individuals, minors, disadvantaged people, etc. One can well say that Àncora now addresses the needs of people from birth to death, often managing the construction of premises, too. The main care services made available by Àncora can be provided in residential and semi-residential facilities such as RSA (*Nursing Homes*), Sheltered Homes and Day Centres, where the cooperative ensures the overall management of services through the organization and delivery of nursing services, social and psychosocial assistance, entertainment services, administrative and accommodation services (catering, cleaning, laundry). The services are also provided in the form of home care, where traditional personal care and hygiene are integrated with healthcare, nursing and rehabilitation services.

CUSTOMERS

Àncora assists more than 7,000 users, including elderly people, disabled individuals, minors and children, in residential facilities or at home. Home service users are people assisted by the local authorities or private dependent individuals who need assistance and support in caring for themselves.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Assistance services to people experiencing difficulties in the regions of Emilia-Romagna, Lombardy, Veneto, Friuli Venezia Giulia, Lazio and Tuscany.

NETWORKS, RELATIONS AND SOCIAL IMPACT

Àncora is the leader of a group of companies gathered in a consortium (Consortio Blu) that has operations in different areas of Emilia-Romagna and the other regions already mentioned above, and guarantees integrated services to the users through different local operational facilities. Consortio Blu - made up of the Cooperatives Àncora, in Cammino and Areté - aims to offer comprehensive and integrated responses to the various needs of care and assistance. It is through aggregation that the various stakeholders reiterate their mission and keep their identity alive, to take the best from their individual experiences. In this way, Consortio Blu combines the complementary and similar experience of its members that join forces to present themselves on the market as partners for the planning and management of social, healthcare and educational services, taking advantage of the many years of experience of each member cooperative. The network of companies connected to Àncora and Consortio Blu also includes Oasi Lavoro, Oasi Formazione and Oasi Servizi, a group of companies that offer global consultancy to their clients: from staff recruitment and selection, to staff-leasing, vocational training and the provision of tax advice services.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The cooperative's greatest development was in 2016, but the drive to innovation started much earlier, thanks to the aggregation model that represented an opportunity for growth and development over the previous period.

PERCEIVED NEED FOR CHANGE

At present, the cooperative's efforts are aimed at consolidating its main activities and services, with in-house development of the services that are still lacking and are outsourced, such as meals delivery.

ORGANISATIONAL LEARNING

As public resources decrease, it is necessary to introduce an increasingly managerial organizational approach to acquire and manage private funding that will be increasingly important and substantial for the operation of the cooperative.

EMPLOYEE TRAINING

The operators are constantly trained and informed: the fact that Oasi formazione is part of the group facilitates the planning of training courses.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Process management activities include a system for monitoring and evaluating performance, mainly of human resources. In addition, the needs of users are periodically identified, also through the degree of reported customer satisfaction with the services. Team meetings take place regularly in order to allow the professional teams to exchange ideas and express their needs. Finally, the operators are offered psychological support.

ORGANISATIONAL LEARNING

Professional operators receive managerial and organisational training, too.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

90% of the financial resources come from the public sector. The cooperative's investments are mainly financed by credit institutions and banks.

Interview with Carlo De Los Rios - Chief Executive Officer of the Camelot social Cooperative

Place and date of establishment: 1999, Ferrara, where the head office is still located. The cooperative has another office in Bologna and, from this year, also in Ravenna.

Number of employed member workers*: 112

Number of non-member workers*: 131

Number of non-employed workers*: 3

Number of employed workers*: 246

*** Last update on December 31, 2016. Since then the figures have considerably changed**

SHORT HISTORY OF THE COOPERATIVE

Camelot is a Social Cooperative of type A and B, which supports local authorities in the provision of personal care services and job integration of disadvantaged people. It was founded in Ferrara in 1999 by ARCI, Arciragazzi and UISP. In 2001, it became responsible for the management of the Integrated Services Centre for Immigration in Ferrara and in the Municipalities of its province. In 2004, the cooperative started managing the Mediation Centre of the City of Ferrara and, in 2006, developed the first project of reception, protection and integration for asylum seekers and refugees as part of the SPRAR (Protection Service for Refugees and Asylum Seekers) network. In 2014, the cooperative opened an office also in Bologna to manage the SPRAR activity with unaccompanied foreign minors and implement the urban social requalification project Pilastro 2016. In 2015, Camelot became the coordinator of the first regional reception hub for unaccompanied foreign minors and, in 2016, started the VESTA project in Bologna, i.e. the web platform that offers citizens the possibility of hosting refugees in their homes. Today, Camelot has three operating sites: Ferrara, Bologna and Ravenna.

VALUE PROFILE AND DEVELOPMENTS

Camelot's services aim to promote social cohesion and positive relations among people, the inclusion of marginalized individuals and the participation of communities in the life of the territory. The management has not observed any change in values as the cooperative has grown.

PRODUCTS AND SERVICES

Camelot provides reception and integration services to migrants and asylum seekers, social mediation, educational and social welfare services, inclusion, job integration and planning services. Over time, the services have not changed in type, but the cooperative's central costs and organisation chart have changed.

CUSTOMERS

The cooperative's main interface is with the public sector, in particular with the European Union, the Ministry of the Interior, ANCI Emilia Romagna, the prefecture and the Municipality of Bologna, the Municipality of Budrio, the Municipality of Imola and the new Imola district, the Municipality of Ferrara and the main Municipalities of its province, the Municipality of Cento, the Municipality of Ravenna, the Local Health Authorities of Bologna and Ferrara, the Local Health Authority of Bologna, the ASP of Ferrara, the ASP Eppi Manica Salvatori, the ASPEMS Portomaggiore, the S. Anna Hospital in Ferrara, the ACER of Ferrara, families and private citizens, both Italian and foreign. Although Camelot does not have many for-profit customers yet, the management believes that relations with such customers should be promoted. The aim is to study,

interpret and translate the needs of the new communities acting as a transmission belt between civil society and the institutions.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Camelot carries out migrants' reception and integration activities in the areas of Bologna, Ferrara and Ravenna. Although the scope of activity is local, the cooperative's management is interested in the European and international dimension, which they consider an important development channel.

In the province of Ferrara, Camelot is also active in the following sectors:

- educational services from early childhood to adolescence, running infant-toddler centres, nursery schools, after-school clubs, game libraries, multimedia centres and recreational Summer camps
- social and healthcare, offering activities for people suffering from Parkinson's and Alzheimer's disease and their caregivers
- job integration of disadvantaged people who are entrusted with maintenance of the green areas and other urban spaces on behalf of local and private bodies such as CoopAlleanza 3.0

NETWORKS, RELATIONS AND SOCIAL IMPACT

In Bologna, Camelot has set up a consortium for the reception of refugees as a temporary joint venture, while in Ferrara it has joined two consortia that provide educational and type B services but currently do not carry out any activities. The cooperative is part of the Interregional ComeTe Network for the provision of social and healthcare services where Camelot is investing a lot. The constant relationship with the stakeholders, shaping the objectives and the strategic approaches, is regarded as decisive for the development of the cooperative and its activities.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

Camelot started a process of internal reorganization, completed in Spring 2017, which lasted 2 years and turned it from being a small cooperative to a large, internally structured cooperative, with a section of the Human Resources Department that deals with recruitment and also marketing and communication, design, research and development and quality departments. The cooperative's development strategy does not envisage the introduction of new activities or the replication of mass-produced products, but the provision of increasingly innovative services. In 2017, Camelot obtained a “**++” Legality Rating from the Antitrust Authority. This allows the cooperative to be included in the list of companies with Legality Rating, as required by the regulations of the AGCM (Italian Competition Authority – AGCM Legality Rating). In 2016, it received the certification for the design and provision of services: early childhood education, extracurricular and school integration services for minors with disabilities, intercultural mediation and teaching of Italian as a second language, information, guidance, assistance and consultancy on migration issues (UNI EN ISO 9001:2008 Certification). In 2017, the Vesta project for hosting refugees in families -

conceived and managed by the Camelot social cooperative - received a special mention in the Social Cooperatives category of the "ER.RSI Innovatori Responsabili" (ER.RSI Responsible Innovators), the Emilia-Romagna Region Award for corporate corporate social responsibility and social innovation. Finally, again in 2017, there was a merger by incorporation with the Persone in Movimento social cooperative and Camelot became part of the ComeTe network, the interregional network of services for the care and well-being of the family. Today, Camelot's objective is to build networks at European level. To do this, a Project Design Department was set up and participation in European projects, such as Horizon2020 and Erasmus+ has already started.

PERCEIVED NEED FOR CHANGE

As the cooperative grew, Camelot's management felt the need for internal reorganization, focusing on a better structure and a clearer definition of roles. This objective was pursued by training 15 employees with responsibility roles. The cooperative offered them the possibility of attending a 17-full days' Master course to promote their career development. An external consultant was then involved in the reorganisation process, even though Camelot's specific characteristics had to be retained. The training period, which was extended in a top-down fashion from managers to other employees, ended with a coaching event for the 15 employees with responsibility roles. This event consisted of 2 collective meetings and 4 individual meetings. The training ended with a team building day.

ORGANISATIONAL LEARNING

Camelot has an internal function explicitly dedicated to HR management and development and an organisation chart, while no HR evaluation paths are in place. Every year, two General Assemblies are organised to ensure members' participation and joint decision-making. In addition to these plenary meetings, there are also regular meetings with the individual areas to take stock of the activities in progress, share updates on the development of the cooperative and new projects, as well as to gather considerations and indications from Members and Workers. In 2016, 8 meetings were convened with the individual areas and a participatory process was initiated, on the request of some Members and Workers, to review together the issues of communication and information with reference to the services provided in the various geographical areas.

EMPLOYEE TRAINING

During 2016, Camelot organised 27 courses for a total of 8,603 training hours involving 161 people, representing more than 65% of the cooperative's total workforce. In per capita terms, each worker received around 53 hours of training. The total investment in upgrading skills was approximately EUR 79,000 in 2015 and 2016, mainly provided through the Fon.Coop system, accessed through the Irecoop training body. The majority of training hours (64%) were devoted to extending competences on the issue of reception, protection and integration of asylum seekers, refugees and unaccompanied foreign minors. This area, which is subject to continuous development and change - is a priority for the cooperative. In terms of hours provided, the following list contains the

training activities for the General Management and Services area (14%) – thus fulfilling their demand for skill expansion given the growing number of staff - and the training activities for the Educational Services area (13%).

Training hours provided by area:

5,164 - reception, protection and integration

1,105 - management and support activities

1,068 - educational, schooling and extracurricular services

738 - social mediation and welfare services

528 - integrated services for local authorities

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Although the financial resources made available by the public sector have decreased, the main share of Camelot's resources comes from participating in public tenders (Local Health Authorities, Municipalities, Regions, Prefectures and Ministries).

Interview with Flavio Venturi - President of CEFAL ER

Place and date of establishment: Bologna, 1993

Number of employees: 50

SHORT DESCRIPTION OF THE COOPERATIVE

The Cefal Emilia Romagna cooperative was established in Bologna in 1993 from the merger between Efal and Cefa/A. It is characterized by being an expression of the Christian Workers Movement of Emilia Romagna. It was in fact formed by the Christian Workers' Movement, a consortium of agricultural cooperatives and two construction consortia that no longer exist.

VALUE PROFILE AND DEVELOPMENTS

The Cooperative was founded with the aim of promoting the dignity of the individual and the family through work and protecting, in particular, the most vulnerable people.

PRODUCTS AND SERVICES

The three macro areas in which Cefal ER is active are: education and business, welfare and reception of asylum seekers. The services provided within these three areas are

Education and Vocational Training for young job seekers, training for adults who are unemployed or at risk of unemployment, social inclusion of people in a vulnerable situation such as prisoners, trafficked women, homeless people, the disabled and the like, reception, social and job integration of asylum seekers. This is accomplished through training courses, internships and the provision of employment services. The cooperative believes that services such as education of young people, job inclusion of disadvantaged individuals and reception of asylum seekers are still central and topical although the ways in which they are delivered may change. Today, Cefal ER is working on two experimental projects: restaurant Le Torri in Bologna, which is managed by course teachers and students for about 300 hours in a total of 1,000 annual training and working hours, and a training point of sale in Faenza.

CUSTOMERS

Cefal's main partners in the area are the Emilia Romagna Region, which funds all youth training activities and the welfare area, the European Union, the Ministry of Labour and private foundations. Cefal carries out European projects either on its own or as project leader in the many partnerships in which it is involved. As for asylum seekers' reception, Cefal ER interfaces with the Asp and the prefectures. As far as social and labour integration is concerned, the cooperative works with voluntary associations and for-profit companies. Over time, Cefal ER's clients have not changed much. Today, the main interlocutors are still the Emilia Romagna Region for vocational training and the Asp and prefectures for the reception of refugees and their job integration paths.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

In Bologna, Cefal ER manages vocational training, in Ravenna training and reception of asylum seekers and in Piacenza only reception of asylum seekers.

In the recent past, Cefal ER has also been involved in international cooperation projects, such as training in fisheries and aquaculture for 60 people from Mauritius and 125 teachers from Moldovan schools. An international conference was recently organized in Faenza and Villa San Martino on language teaching through an innovative teaching methodology that involves dialogue in informal environments.

NETWORKS, RELATIONSHIPS AND SOCIAL IMPACT

Cefal has contributed to the creation of the OPEN consortium (consisting of some of the most important Italian training organizations working in prisons) and the Orius association, which gathers various organisations working on the subject of waste recycling. In the Dozza prison, Cefal provides training to prisoners, in particular on the disassembly of electrical and electronic waste. At the end of their training, the convicts are hired and regularly paid by a social cooperative, previously promoted by Cefal ER, which has a workshop on the prison's premises. Cefal ER is a member of the FARI network, a non-profit association set up in 1989 as a result of the recognised need to coordinate the many activities of the Rural Families' Associations in Italy. Through FARI, Cefal ER is a member of the worldwide AIMFR association. It is also a member of the

Central Training School, which is responsible for international projects on behalf of Cefal ER and, through the Central Training School, is a member of the European CEC network. The cooperative is a regional member of Aeca and a national member of Confap, the confederation of Christian training institutions.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

Cefal ER has grown consistently in the past 24 years, even if there was a particularly tough two-year period for the cooperative between 2006 and 2007 due to the reduction in funding for vocational training. The situation recovered after a couple of years, thanks to the work done in the Education and Vocational Training area, which significantly increased its activities. Today, Cefal ER, like all vocational training institutions in Emilia Romagna, is going through an evolution, especially concerning the activities in favour of disadvantaged people, with the growing importance of active employment policies; this change is still in its very beginning and will need improvement especially in terms of organization and management. Although Cefal ER's business has grown, the cooperative prefers to adopt a prudent approach, both in terms of new hirings and in terms of real estate investments, which have recently been made at the Villa San Martino site. As regards investments in equipment, Cefal purchased around 250 PCs for classroom training. The possibility of extending the cooperative's activities to other areas is being explored, especially social activities and activities in favour of asylum seekers.

PERCEIVED NEED FOR CHANGE

The management of Cefal perceives the need to further develop human resources and it is the task of Cefal ER Steering Committee to plan staff training annually. As the business grows, the number of problems also increase, thus requiring special focus on the internal organisation.

ORGANISATIONAL LEARNING

The relationship between the management of Cefal ER and its employees is one of trust: the logbook of revenues and expenditures has long been abolished and employees are required to work by objectives. There is a teacher evaluation system that takes into account the trainees' opinion, too; it is the task of the project managers to administer an assessment questionnaire to the trainees at the end of each course. From an organizational point of view, Cefal ER has for a number of years had a quality system and an organizational model that also includes a job description for all the roles specified in the company's organizational chart. There is no office dedicated to the development of human resources: this function falls within the management's direct responsibility; instead, there is a Quality and Organisation Department, with operational roles, which also has the task of monitoring the training and employment success at the end of the course, as required of accredited bodies.

EMPLOYEE TRAINING

Cefal ER invests in the training of its employees and plans at least 50 training hours per year for most of its approximately 50 employees (an average of 2000 hours per year, i.e.

6000 over 3 years). This year Cefal organised a training course for its managers together with the School of Civil Economics and the three macro topics dealt with during the 6 training days were: the management of the cooperative from a civil economy perspective, company welfare and business development strategies. In addition, every two years, a two-day workshop is organised with all employees. This year, the employees were trained on area development strategies, compliance with external standards and directives, management of operating processes, crosscutting and managerial skills. The training was financed mainly with internal resources and, partly, with contributions from the networks to which the cooperative belongs.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Cefal ER is a limited liability cooperative and therefore has all the characteristics of a company that has to guarantee economic sustainability to its activities. Being a non-profit company, all profits are reinvested in the company, and this is the main source of its capitalisation. Over time, Cefal ER has invested in real estate and training technologies, also using long-term bank financing for this purpose.

Interview with Cristian Tamagnini - President of the Cento Fiori social cooperative

Place and date of establishment: Rimini, 1981.

Number of member workers: 30

Number of non-member workers: 30

SHORT DESCRIPTION OF THE COOPERATIVE

The Cento Fiori cooperative is a type A and B cooperative, founded in Rimini as a therapeutic community in 1981. It was created through public-private synergy with the Rimini SerT Addiction Services, with strong scientific and lay imprint, networking with the public authorities and the local community, in order to give an immediate and strong response to the needs of people with pathological addiction problems. Although Cento Fiori has maintained strong ties with the SerT Addiction Services, over time it has become a private entity.

VALUE PROFILE AND DEVELOPMENTS

The values that led to the establishment of the cooperative are still strongly perceived by its worker members and have not changed as the company has grown.

PRODUCTS AND SERVICES

Alongside the therapeutic commitment in the recovery of people with addictions, Cento Fiori has started numerous work activities involving disadvantaged people, such as handmade bookbinding (currently closed), the Press Centre, the plant nursery, sport fishing activities in the Arcobaleno Lake in Riccione, the horse-riding centre, the temporary and permanent kennel, the Nautical Shipyard, maintenance for the Bike Sharing system (currently closed) of the Municipality of Rimini, a social restaurant - the Sicomoro - in the "Arboreto-Cicchetti" park in Riccione (currently closed). Over time, Cento Fiori has implemented other types of activities and has expanded to other sectors: the day centre of Rimini; the observation and diagnosis centres of Vallecchio and Argenta (residential accommodation); the co-housing facilities of Rimini and Riccione; the "Circolando" project to prevent risks associated with the use/abuse of alcohol and psychoactive substances; the reception of asylum seekers. Since 2011, in fact, the cooperative has taken over the management of the Extraordinary Reception Centres (CAS) on behalf of the Prefecture of Rimini and of two SPRAR (Protection System for Asylum Seekers and Refugees) projects with the Municipalities of Riccione and Santarcangelo. The cooperative has also contributed to reopening the former Fabbri plant nursery in Rimini's Marecchia Park and manages a counselling service on problem gambling, a co-funded project within the area plans of the Rimini Nord Social Assistance and Healthcare District.

CUSTOMERS

Cento Fiori is an accredited body for public treatments, which can also be accessed privately (e.g. direct-access psychological counselling services) and maintains constant relations with the Municipality of Rimini, the SerT Addiction Service, the Municipality of Santarcangelo, the Municipality of Riccione and the Prefecture for the management of asylum seekers' reception. Relations with the private sector have gradually become stronger, and the main economic resources come from type B sector activities, such as the printing centre or the sale of nursery plants ("InVaso" nursery in the Rimini's Marecchia Park).

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

The reference geographical dimension is local and the cooperative has not considered the possibility of internationalising its services.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The networks established by Cento Fiori in the reference area consist of a temporary joint venture with the Millepiedi cooperative and a network contract for the management of administrative services and the monitoring of calls for tenders with the 134 cooperative. In addition to being a member of Legacoop Romagna, Cento Fiori is a founding member of the unified consortium "Consorzio Sociale Romagnolo", of the Consortium based in via Portogallo, of the C.N.C.A. (*National Coordination of Care Communities*, where it is a member of the regional executive board); of the C.E.A. (*Coordination of Auxiliary Bodies*). Since March 2012, it has merged with the "Borgo San Giuliano" Cooperative.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

2004 was a year of crisis for Cento Fiori. As the number of people entering the community decreased, the cooperative's development strategies changed with the implementation of other therapeutic and working activities and the adoption of a more accurate internal management control system. In the last ten years, in fact, the activities have undergone a decisive quantitative and qualitative change: the budget has increased by more than 30%, the employees have doubled, a crumbling building in Rimini's Marecchia Park has been renovated and the InVaso project was launched inside it. When, in 2011, the company took over the management of migrants' reception, new offices were rented, new staff were hired and new equipment (e.g. computers, means of transport, etc.) was purchased. The area in which the Vallecchio's care community is located was also purchased through a call for tender issued by the Local Health Authority (previously gratuitous loan for use). The cooperative now draws up a social report again.

PERCEIVED NEED FOR CHANGE

Although the services provided still meet the current needs, the management of the cooperative is aware of the fact that it has to keep up with the local requirements and the demands of public bodies, such as the Local Health Authority, whose services must be increasingly responsive to the users' needs at reduced costs. In the migrant area, Cento Fiori is considering the possibility of designing assisted repatriation projects and participating in European calls for proposals; it would like to implement "low threshold" interventions on addictions, as well as work on experiences such as communities for the treatment of young patients with dual diagnosis.

The internal need mostly perceived today is to consolidate the work of employees, through the development of corporate welfare interventions.

ORGANISATIONAL LEARNING

The roles within the cooperative have been consolidated over time, strengthening participation and horizontal decision-making; no job description is available. The

selection of Human Resources is in the hands to the President/Director and relations among colleagues are characterized by a strong sense of community and trust.

EMPLOYEE TRAINING

In addition to providing about 60 hours of supervision for operators, Cento Fiori organizes theme training courses for its employees. In total, the average amount of training hours per year is 100 hours per employee (clinical, therapeutic, educational, working areas). The participation of the president and vice-president in a paid course for managers of cooperative enterprises was also promoted. Training paths were provided by Demetra formazione, Foncoop and ad hoc training courses.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Centofiori's main revenues come from fees and public funding (Local Health Authority, Municipalities, Prefecture) for services and projects (care, reception, prevention, etc.). The "private" revenues come mainly from type B activities (press centre, plant nursery, etc.).

Interview with Luigi Codeluppi - President of the Dimora D'Abramo social cooperative

Place and year of birth: Reggio Emilia, 1988

Number of employees: 190 (approximate number)

Number of members: 34

SHORT DESCRIPTION OF THE COOPERATIVE

Dimora d'Abramo is a type A social cooperative, established in Reggio Emilia on December 29, 1988, following the merger of some Reggio Emilia Catholic associations (Acli, Ceis, Caritas, Servi della Chiesa (*Servants of the Church*), Confraternita S. Girolamo (*St. Jerome's Brotherhood*) and Urban Vicariate) who wanted to respond to the growing presence of foreigners in the Reggio Emilia area and the migrants' need for integration.

VALUE PROFILE AND DEVELOPMENTS

The values that distinguish the cooperative are, still today, the enhancement of cultural and personal diversity, considered an asset for the community, and the promotion of peaceful coexistence.

PRODUCTS AND SERVICES

Dimora d'Abramo designs and manages services and interventions for reception and care, guidance, social and educational support as well as mediation with special focus on individuals, workers, families, young people and migrants. Initially, the cooperative's services were aimed at meeting basic needs for subsistence and first reception. Examples of this are the canteen and the Casa Albergo (residential home) set up in collaboration with the Municipality of Reggio Emilia and the Service for the care of unaccompanied minors in collaboration with the Local Health Authority of Reggio Emilia. Today, the services offered are divided into the following areas: reception (Casa Albergo Comunale of Reggio Emilia, SPRAR projects for adults and minors in Reggio Emilia and Guastalla, Extraordinary Reception Centre of Reggio Emilia), guidance to migrants (migrants' information offices in different areas of the province of Reggio Emilia), care and support to young people, children and families experiencing difficulties (educational and reception community for minors, co-housing facilities favouring the autonomy of minors, family home education, apartment for women with minors, pre-school, after-school programmes), linguistic, cultural and intercultural mediation in the social, educational and health care fields in Reggio Emilia and Parma, community social mediation in some neighbourhood projects in Reggio Emilia.

CUSTOMERS

Dimora D'Abramo mainly deals with the public sector, in particular with the Municipalities of the province of Reggio Emilia, Unione Val d'Enza, Unione Colline Matildiche, Unione Terra di Mezzo, Unione Tresinaro Secchia, the Local Health Authority, the Ministry of the Interior and the Prefecture of Reggio Emilia. With public administrations, it has co-designed services such as SPRAR (Protection Service for Refugees and Asylum Seekers) and collaborated on programmes such as the AMIF and EIF programmes. Although to a lesser extent, the cooperative has relationships with the private sector, and has collaborated with Irecoop and CAN (*National Confederation of Crafts and Small and Medium-Sized Enterprises*), with whom it manages an info point for companies and craftsmen who work with migrant workers or who are themselves of foreign origin.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

The cooperative operates mainly in the local and provincial geographical context. In the Parma province area, it collaborates with other cooperatives in the field of linguistic and cultural mediation. Although it perceives the international dimension as an opportunity for development, it has not yet established any network at supranational level.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The main stakeholders of Dimora D'Abramo are the members of the cooperative, the workers, the volunteers, the interns, the job exchange services, the civil service, the Romero consortium. The cooperative is a member of trade associations such as Confcooperative; through the co-design and management of its services it has network contacts with entities such as FISM, CISV, Ass. Papa Giovanni, Centro di Solidarietà, Rete diritto di parola, GVC, the local community and its clients. Starting from this year, Dimora D'Abramo will publish its social report, even if the data on the social impact of its services have always been disclosed within the cooperative.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The increase in the number of services has required investments, through bank loans, in new administrative premises, co-housing facilities and spaces for the extraordinary reception of migrants. From a training point of view, the development of the cooperative has also stimulated the professional growth of employees and the selection of new human resources.

PERCEIVED NEED FOR CHANGE

Today, the increase in the number of employees makes it necessary to reorganise the company internally in a strategic way, through the implementation of a specific Human Resources function, so far carried out by the President and to the heads of services. Even if with some difficulties, since 2006, human resources have been evaluated twice a year, with an assessment of the team by the coordinator and a mutual peer assessment.

ORGANISATIONAL LEARNING

Over the years, the phenomenon of migration has changed and started to become a stable component of the local scenario. This change has led the cooperative to revise its internal organization and the services provided, extending its scope to areas such as the long-term inclusion of people (namely: access to social services, health care, education and vocational training and the finding a home and a job, information services, guidance and support to the family).

EMPLOYEE TRAINING

Almost all the teams have been involved in the training courses that are organized every year as part of the plan. In addition to a technical in-depth study of the various areas of activity, training hours were provided on intercultural aspects, with the aim of training the operators to work in complex settings. 70 people attended training courses, with a total training cost of EUR 4,787.40, plus EUR 17,147.76 of lost income totalling EUR 21,935.16 spent on training. The courses were organized together with local institutions and in cooperation with consortia that are also present in other regions. The training was funded through cooperative resources, the FONCOOP fund promoted by the

Irecoop Emilia-Romagna training institution and the National Asylum Fund for SPRAR projects.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Most of the cooperative's economic resources come from public purchase orders following the award of public tenders and comparative selections, while revenues from private sources are only marginal. As regards the financing of the Dimora d'Abramo activities, the cooperative uses of its own resources generated by the provision of services.

Interview with Pietro Segata - President of Società Dolce social cooperative

Place and date of establishment: Bologna, 1988

Number of member workers: approximately 2000

Number of workers: approximately 3300

SHORT DESCRIPTION OF THE COOPERATIVE

Società Dolce is a type A social cooperative, founded on February 26, 1988 in Bologna by a group of young university students who shared the same values, including the commitment to help create a "softer" society, where everyone could find appropriate reception and care through services capable of improving their lives, and at the same time offer good job opportunities to those who wanted to work in the social sector as their first job. The cooperative, established with a strong focus on the educational sector, began to expand its range of personal care services already one year later, in 1989, providing also disability support in compulsory schooling.

VALUE PROFILE AND DEVELOPMENTS

The cooperative is inspired by the principles of freedom and solidarity and aims to strengthen the cooperative movement and improve the economic, social and professional conditions of its members. The founding values are disseminated and promoted today within the organization through the Code of Ethics, approved by the Members' General Assembly in May 2013, which highlights the ethical and moral commitment required of the profession on a daily basis. The interests of members and users are protected in the daily work of the company, which was created to fill the gaps of the public sector and support community welfare. The tools used by Società Dolce to communicate its values externally are the Social Report and the promotion of initiatives of social interest.

PRODUCTS AND SERVICES

Società Dolce provides personal care services and its core business areas are: children's care, through the management of infant-toddler centres, nursery schools and educational services in the 0-6 age group; care for elderly and the disabled through services for the management of residential and semi-residential facilities, as well as home care; care for minors, through support for the disabled and additional services in schools, local and home social-educational services and emergency social interventions; care for vulnerable people, through the management of accommodation facilities for the homeless and migrants, emergency social interventions and community workshops.

CUSTOMERS

Due to the nature of the services provided, Società Dolce works for the most part with the public sector, from which most of its financial revenues come.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Since the pioneering phase there has always been a desire to go beyond the area of Bologna, so much so that today Società Dolce is present and deep-rooted not only in Emilia Romagna but also Lombardy, Friuli Venezia Giulia, Veneto and Lazio with its own six territorial offices, in addition to the legal office in Bologna.

NETWORKS, RELATIONS AND SOCIAL IMPACT

In addition to its main stakeholders, such as the Board of Directors, the Members' General Assembly, the Management and the Board of Auditors, Società Dolce also deals with public and private clients, users, associations, social services, trade unions, suppliers, cooperatives, financial institutions and foundations. Secondary stakeholders include employees, advisors, trainees, volunteers and young people from the civilian service. The cooperative is part of numerous consortia and networks and has recently joined Unindustria.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

Today, the cooperative is a large enterprise with 3300 workers, 2000 of whom are members. Their average age of 39 years, and 87% of them are women. Professionals have been hired from the for-profit world and this has contributed to the hybridization of the founding values. Since 2003, Società Dolce has been ISO 9001 certified and subsequently acquired the UNI 11034 certification for childcare services, the UNI 11010 certification for day and residential services for the disabled and the UNI 10881 certification for residential services for the elderly. The added value of working within a cooperative lies in the fact that the employees are co-entrepreneurs. This perception is also true among all those who come from the for-profit sector, because the cooperatives' world has very deep roots in Emilia Romagna. For this reason, although Società Dolce has become a large cooperative and has adopted a business model, the workers can still perceive and appreciate the spirit of cooperative work.

PERCEIVED NEED FOR CHANGE

The decrease in public funding has led the cooperative to offer private services both in childcare (infant-toddler centres and other educational services for children from 0 to 6 years) and in social assistance and healthcare for the elderly, the disabled or dependent people. The management of the cooperative has also begun to explore other markets, both in Europe and internationally, in order to export its expertise to new and challenging contexts.

ORGANISATIONAL LEARNING

The company has gone through a process of internal changes and tested new forms of home care for the elderly and additional services for infant-toddler centres, obtaining revenues in excess of EUR 7 million from private individuals. Società Dolce has embarked on numerous co-designing experiments with public and private entities and five Labs have started on education and parenting, care and assistance, disability and mental health, frailty and health, representing the point where design, development and field work converge. The Human Resources Manager and the Procurement Manager are the two most recently hired staff: both resources have a background in the for-profit sector. The Human Resources function has been present for over 15 years and, in addition to being responsible for administrative issues, it also deals with professional updating. Employees are assessed in a top-down fashion, from managers to subordinates. The professional profiles in the company are formally described using the Zucchetti software.

EMPLOYEE TRAINING

In 2016, Società Dolce dedicated over 33,000 hours to training, retraining and professional updating activities with a total cost of EUR 400,000. These activities were conducted in cooperation with Seneca, a training body acquired by Società Dolce, SCS, a company that is a spin-off of the cooperative movement, and SDA Bocconi School

Management at the Bocconi University in Milan. The training investments were possible thanks to self-funding, mutual funds and system finance (Fon coop).

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

In 2010, the economic downturn led to a drop in public resources, from which the cooperative is still suffering today. This change has led the company to a turning point where its entire organization was put in question. The new final organizational solution has turned the beneficiary into a client, thus increasing the role of the private sector, once considered marginal, and generating a change in the culture of the company.

Interview with Mirko Baccarani - President of Il Girasole Social Cooperative

Place and date of establishment: Reggio Emilia, 1977

Number of employees: 18

Number of members: 45

SHORT DESCRIPTION OF THE COOPERATIVE

Il Girasole is a type B social cooperative founded on November 17, 1977 in Reggio Emilia by a group of families who had in common the fact of having a disabled child. It was the first social cooperative established in the province of Reggio Emilia and was founded as a workshop for the assembly of plastic and electrical materials, wiring, painting on canvas, packaging, etc. These were the main activities in the first 30 years of Il Girasole's life. In 2004, as young members with special catering skills joined the cooperative, a conversion took place and Il Girasole changed the focus of its activities. Subsequently a bar was opened together with the Municipality of Reggio Emilia inside the public park near the Crostolo stream. The bar – which is still managed by people with Down syndrome and social difficulties - has proved to be so successful that the cooperative eventually decided to replace all the assembly operations with catering activities. Today, Il Girasole has a meal preparation centre for companies (150 meals every day) and provides various catering and banqueting services.

VALUE PROFILE AND DEVELOPMENTS

The cooperative was founded with the aim of promoting the social and job integration of disadvantaged people while relieving their families from their daily management. The values that characterize Il Girasole are still valid today and, although the cooperative has grown, the spirit with which it was originally founded has remained unchanged.

PRODUCTS AND SERVICES

The catering services provided by Il Girasole are as follows:

- Organisation and preparation of catering activities;
- Catering and banqueting activities for weddings and ceremonies;
- Production of organic honey and organic flour;
- Sale of products at the Ravinala fair trade shop in Reggio Emilia and to others;
- Equipment rental - banqueting

The meal distribution service to companies is the cooperative's core business because it guarantees stability in terms of working hours and profits. Every day, in fact, after receiving orders from companies, the staff of Il Girasole deliver the packed meals and collect the containers used the previous day.

CUSTOMERS

Il Girasole's main clients are for-profit companies, universities and public bodies (in particular the Municipality of Reggio Emilia). An agreement is in place with the Public Administration for the management of the bar in the public park around the Crostolo stream. The cooperative guarantees the opening of the bar and the cleaning of its toilets while the Municipality of Reggio Emilia provides Il Girasole with premises where it sells its fair trade products. Relationships with for-profit companies are subject to change and usually start by word-of-mouth when customers are happy with the service they have received.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Il Girasole operates in the field of catering within the Municipality of Reggio Emilia with which it has signed an agreement. The cooperative has never been involved in European or international activities but hosted a delegation from Poland that was interested in the activities carried out in the field of social and job integration of disadvantaged people.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The cooperative is a member of Confcooperative and also a member of a social solidarity consortium made up of other cooperatives from Reggio Emilia. Recently, Il Girasole has also formed a catering group with other social partners, with whom it has subsequently opened an informal business network (Bouquet) for the organization of events and other ceremonies. To date, no social report has been drawn up on the cooperative's activities.

STRATEGIC LINES OF DEVELOPMENT

The opening of the bar represents a milestone in the life of the cooperative because it has allowed its people to work in contact with the public and carry out a more exciting and rewarding activity. This conversion also enabled Il Girasole to survive because, had it continued to work in the assembly sector, it would have encountered much competition and would have struggled to remain competitive on the market. The objective of Il Girasole is now to consolidate the skills developed and the relationships built in the catering sector and possibly expand the offering of meals to customers. The management would also like to open a holiday farm business in the Apennines around Reggio Emilia, where the cooperative already owns a property in need of renovation, to produce meat and cheese and rent rooms.

PERCEIVED NEED FOR CHANGE

The cooperative perceives the need to become more competitive in order to be able to meet the many requests it receives for new services.

ORGANISATIONAL LEARNING

The person in charge of staff recruitment and administration is the Vice-President of the cooperative. The sales function is held by another employee of the cooperative. Il Girasole has 18 employees (10 of them are disabled and the other 8 are normal) and all workers are members of the cooperative. There is no job description. The evaluation of human resources takes place every two weeks during the team meetings, which represent important moments of discussion on the improvements to be made, the gaps to be filled and the performance of the workers.

EMPLOYEE TRAINING

Il Girasole provides training -through Irencoop- to university students who work for the cooperative on call.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

The cooperative operates as a for-profit company: in order to remain on the market it must offer increasingly competitive high-quality services. Its financial resources come mainly from the private sector. Il Girasole has just opened a credit line with a bank to pay the professional kitchen it has recently purchased.

Summary of the interview with Caterina Pozzi - Chief Executive Officer at Open Group Soc. Coop

Place and date of establishment: Bologna, 2014.

Number of employees: 640

SHORT DESCRIPTION OF THE COOPERATIVE

The Open Group social cooperative was founded in Bologna on May 1, 2014 from the merger of three small cooperatives (Rupe, a type A-B cooperative mainly concerned with issues of social exclusion; Copas, a type A cooperative whose field of activity was welfare, and Voli, a production cooperative working in the cultural field through the management of libraries, archives, radio, etc.) In 2015, the Fare Mondi cooperative joined Open Group, followed in 2016 by Futura, which was mainly active in the field of libraries (in this case it was a merger by incorporation); finally, a historic cooperative in Bologna was also incorporated, which would have otherwise ceased its activities.

VALUE PROFILE AND DEVELOPMENTS

Open Group was founded with the aim of breaking down borders, re-designing the spaces and consequently the services provided, trying to change the perspective (e.g. a library that becomes a space for social inclusion). The values that distinguish the cooperative - respect for lawfulness, transparency, quality of services, valuing people and listening to the needs of the areas in which it operates - have not changed in the course of its development. The three entities around which Open Group activities revolve are the user, the worker and the territory. The special feature about Open Group is that it is a large organization but composed of small realities. This may be regarded as a limitation and an asset at the same time, because being "small" allows the cooperative to provide non-standard services and implement crosscutting projects.

PRODUCTS AND SERVICES

Open Group promotes the job and social integration of people with disabilities in various production activities: the Splendor social laundry, through which a partnership was signed with Fly Emirates; "Elettromeccanica", a mechanical and electromechanical assembly workshop; Multiservizi (which includes cleaning activities, maintenance of buildings and green areas, transport and deliveries); the care of green areas; Demetra social bike, the special workshop for the repair and sale of bicycles. The cooperative also works in the field of rehabilitation from addictions, the protection of minors and disabled people, the integration of migrants (although it is a minor sector) and the management of extraordinary reception centres and SPRAR. It also provides archiving and cataloguing services within libraries and buildings belonging to the cultural heritage and operates as a communication agency. A radio broadcasting station, Radio Città del Capo, is also part of the cooperative.

CUSTOMERS

Open Group deals in particular with public bodies and for-profit companies (e.g. Fly Emirates, Granarolo, etc.) in the Bologna area. They choose to work in partnership with the cooperative because they appreciate the quality and efficiency of the services provided, as well as the social component which is inherent in all its activities. Collaboration with the private sector also aims at promoting the employment of

disadvantaged people. Service co-designing projects have been launched with the public sector.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Open Group's main market sectors are: education, culture, social integration, production activities, media and communication and training. The cooperative has no experience in the internationalisation of services but, through its European design office, has allowed its operators and users to gain experience abroad. Furthermore, Open Group collaborates with a small NGO in Rome on a training project for operators working in Syrian and Palestinian refugee camps in Lebanon.

NETWORKS, RELATIONS AND SOCIAL IMPACT

Open Group is a member of CNCA (*National Coordination of Care Communities*), which carries out training and lobbying activities for the cooperation sector. It participates in temporary joint ventures and consortia according to the different sectors of activity and is a member of Arfie, the European Network on Disability. Open Group is currently building a network on marginalization and establishing partnerships with other cooperatives in the Bologna area. An agreement is in place with DAMS (Drama, Art and Music Studies) for art workshops to take place at Marakandra, a sheltered space of artistic and cultural expression. Since 2015, Open Group has issued a social report.

STRATEGIC LINES OF DEVELOPMENT

The cooperative did not experience any merger by incorporation because the three entities that gave rise to Open Group had no financial problems but simply wanted to create a stronger organization capable of making innovative proposals going beyond the typical scope of social enterprises. The driver that stimulated this merger was the willingness to get out of a limited space and become contaminated with other ideas to be able to respond to the local needs from a much broader perspective. If the limitation of social enterprises has always been that of being self-referential, mixing different languages could represent a way to bridge this gap. Open Group is currently working on services that can help young people, as well as those over 50, in their job-seeking process, highlighting their soft skills. At the same time, the cooperative would like to work with businesses to highlight and capitalise on these skills. A further line of development is the raising of awareness on diseases such as HIV and hepatitis C, which are on the increase among the most vulnerable groups (e.g. migrants). The idea of Open Group is to have access to the Extraordinary Reception Centres, train the educators and carry out short tests to verify if the disease is present, transferring the results to the hospitals so that they can take charge of it. Open Group also intends to collect funds to strengthen Open formazione, the body accredited by the Emilia-Romagna Region for higher education, continuing lifelong education and training, special users and employment services.

PERCEIVED NEED FOR CHANGE

The management of Open Group feels it is necessary to work on simplification, consolidate the existing services and expand the number of services offered to keep pace with the changes in society. In addition, Open Group considers it crucial to invest in the digitization of its internal organization and services, with particular reference to the disability sector, the integration of migrants and in infant-toddler centres.

ORGANISATIONAL LEARNING

Open Group suffered a size-related shock following the first merger. The first year was dedicated to the analysis and understanding of this phenomenon, which showed that the managers of the three merging cooperatives were totally inadequate to manage a larger and more complex organization. The cooperative therefore invested in management control and hired new staff (e.g. the head of Human Resources). In the second year, a training course was organised for top managers at Bocconi University and, subsequently, for area managers, because in addition to technical training they had to acquire managerial skills. Open Group has obtained specific certifications, considered a value and not an obligation. The cooperative now has a Human Resources Manager and all the professional profiles are formally described.

EMPLOYEE TRAINING

Open formazione collects the training needs identified by all area managers. This is a thorough process: 60% of the needs are identified by the operators while the remaining 40% are needs perceived by the management. Collection of the training needs is followed by a strategic development plan for the cooperative. Ad hoc courses are organized for the different business areas. In the provision of training Open Group tries, whenever possible, to use its internal staff. The training courses are funded through Foncoop, calls for proposals, calls for tender and self-financing.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

70% of Open Group's financial resources come from the public sector (Local Health Authorities, Municipalities and Prefecture), 25% from the private market and 5% from European projects, calls for proposals, etc.

Interview with Francesca Benelli - President of "Il Bettolino" social cooperative

Place and date of establishment: Reggiolo (RE), 1989

Number of employees: 53

Number of members: 72

SHORT DESCRIPTION OF THE COOPERATIVE

The Bettolino cooperative was founded as a type B cooperative in 1989 on the initiative of the eight municipalities of the Bassa Reggiana area (Boretto, Brescello, Gualtieri, Guastalla, Luzzara, Novellara, Poviglio and Reggiolo), with the aim of promoting the social and job integration of disadvantaged citizens. Initially, Bettolino was a place of social inclusion, a small agricultural farm where vegetables were grown. Over the years, this farm has seen its identity grow and become clearer, until it has become a true mixed (A+B) social and agricultural cooperative.

VALUE PROFILE AND DEVELOPMENTS

The organisational transformation implemented by Il Bettolino, allowing the cooperative to survive and increase its activities, has not required a departure from its mission and founding values, which are still considered of fundamental importance in carrying out its activities. Indeed, the internal regulation states that employees are also members of the cooperative, in order to strengthen the sense of belonging especially among younger workers, who very often do not have a thorough knowledge of the world of cooperatives. Particular attention is paid to disadvantaged members, who represent a very high percentage and receive support, including financial support, from the cooperative.

PRODUCTS AND SERVICES

Il Bettolino produces mainly basil, although it has started to grow other aromatic herbs in the course of its activity. In the 5,000 square meters of greenhouses located in the intermunicipal landfill area in Novellara, basil is produced with the so-called floating system, while in Reggiolo both basil and aromatic herbs are produced in the 5,000 square meters of fully organic greenhouses. The innovative feature of the company is that it produces basil in a region, the Bassa Reggiana, which does not have the optimal climatic conditions for growing this product. About 15 years ago, an agreement was reached between the Municipalities of the Bassa Reggiana and the Novellara intermunicipal landfill, which generated gas from waste disposal. This gas was fed into engines, thus producing electricity and heat. Not knowing where to disperse the energy, it was thought to build greenhouses. People then asked themselves which product needed a lot of light and heat and thought of basil. The synergy between Bettolino and the intermunicipal landfill (owned by the 8 Municipalities of the Bassa Reggiana) continues to this day. The next step was to enter the market with the Amici in Campo brand and compete on equal terms with other producers trying to stay on the market without sacrificing the added value of being a social cooperative. Il Bettolino's basil, grown in a hydroponic system, is more expensive but so far customers have recognized and appreciated this special product feature. Moreover, together with the Municipalities, Il Bettolino has set up an assembly workshop that has allowed it, together with the Social Services, to promote the job integration of people with autism. Small plastic assemblies are made in the workshop and then sold.

CUSTOMERS

The cooperative works mainly for large retailers: the current customers are Coop, Conad, CIR, Real Gruppo SIGMA, Esselunga, Orto Aromi and others. The main collaboration with Coop, Conad and CIR - three large cooperatives - has remained stable over time. Over the years, attempts have been made to gain increasing market shares in order to diversify the customer base.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Il Bettolino works mainly on the national territory. The cooperative's management believes that there may be ample space and interesting opportunities even at a European and international level but, to date, the company has not yet fully developed the appropriate skills to sell its product in foreign markets.

NETWORKS, RELATIONS AND SOCIAL IMPACT

Il Bettolino interfaces mainly with Municipalities, which are involved in the implementation of services, and is available to Municipalities and Social Services for the integration of disadvantaged people. This is also true for the Province and the Region. The cooperative's internal regulation sets forth that any new recruitment has to be reviewed by the municipal authorities. For several years, Il Bettolino has tried to network with other cooperatives involved in social farming to create partnerships and patent a social brand of national importance, even if they are finding it difficult to identify cooperatives similar to them from an organizational point of view. Il Bettolino issues a social report and submits ad hoc reports to the municipal authorities and Legacoop in order to provide them with figures on their social activities.

STRATEGIC LINES OF DEVELOPMENT

In 2012, Il Bettolino began focusing on organic farming, a sector which is not yet largely developed in Italy, especially in the field of aromatic herbs. This choice led to a strategic change in production methods. From the beginning of the cooperative until 2012, Il Bettolino built its own identity and prepared the greenhouses to produce basil. The choice of organic products, made in collaboration with Coop (Vivi verde bio brand), led the cooperative to build new greenhouses suitable for growing basil in water and to start a long process that also involved obtaining ad hoc certifications (ISO 14001). The choice of organic farming was not only motivated by an increasing awareness towards this sector but above all by the desire to allow its workers to work in healthier environments. Among the strategic choices made by the cooperative's management is also the preference for manual work, in spite of technological innovation, because Bettolino's main objective is still that of offering job opportunities to disadvantaged people. Another strategic choice was not to focus only on a few distribution chains but address the whole market, trying to enter distribution chains where no cooperatives had previously ventured.

PERCEIVED NEED FOR CHANGE

The management of the cooperative highlights the need to increase research and development activities, as well as access to finance. The current laws do not favour agricultural or social cooperatives, since there is no specific funding provision for this type of cooperatives. In addition, the public grants are falling sharply. The Municipalities subsidize Il Bettolino through fees for young workers amounting to about EUR 100,000/120,000 euro per year, while the overall turnover is much higher.

ORGANISATIONAL LEARNING

The administration office includes 4 employees plus one who was recruited less than one year ago. One of them deals with the management of members and employees. There are internal job descriptions specifying the competences and roles of the professional figures. External consultants provide assistance in the preparation of the job descriptions. There are no specific pathways for evaluating human resources. The need for internal expertise is identified during meetings, which are held on a monthly basis. During these meetings, attempts are made at reflecting on the investments required in a time frame of 5 years. At an operational level, each area (production/packaging) has two managers who follow the young workers.

EMPLOYEE TRAINING

Around 8 training courses are held each year on issues such as safety, the role of the Board of Directors and cooperation in general. The young people working in the agricultural field have sectoral skills and are trained by other institutions. Training costs amount to approximately EUR 8,000/10,000 per year. The training package does not include the specific part on how to develop managerial and entrepreneurial skills. 80% of the 50 employees were trained using internal funding sources, with a contribution from Legacoop. External consultants are also involved in the training activities.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Revenue comes mainly from the marketing of the product. For its investments, Il Bettolino uses operating financial instruments and often turns to Consorzio Cooperativo Finanziario per lo Sviluppo (*Cooperative Financial Consortium for Development*), which is part of Legacoop, or to normal credit institutions. Sometimes the cooperative participates in public tenders (e.g. maintenance of green areas) but has never been involved in European projects.

Interview with Giancarlo Anghinolfi (Chief Executive Officer), Francesco Altieri (Sales Manager) and Guido Cavalli (Communications Manager) - Proges social cooperative

Place and date of establishment: Parma, 1994

Number of members and employees: 3460

SHORT DESCRIPTION OF THE COOPERATIVE

The Proges social cooperative was founded in Parma in 1994 from the merger of two cooperatives, one active in the field of entertainment and schooling, the other one in social welfare. The educational activities have, since the very beginning, been combined with care for the elderly. New business areas and geographical territories have been gradually added, with the aim of becoming a large and sound enterprise. Today, Proges is present in 8 regions of northern and southern Italy, and is particularly rooted in the area of Turin, Milan, Trento, Piacenza and Parma. It also has offices outside Italy. It was established and has grown with the aim of giving value to the work and professionalism of those who worked within the public welfare system as a substitute or complement to public personnel.

VALUE PROFILE AND DEVELOPMENTS

The guiding values of Proges are the construction of an organizational model which combines quality of the services, professionalism, efficiency and innovation. Since the public welfare system has lacked a development strategy in recent years, these values are still very true and relevant.

PRODUCTS AND SERVICES

The main activity of Proges is the provision of personal care services and the management of residential and semi-residential facilities for the care of the elderly, disabled and minors. It also provides educational services (infant-toddler centres of various types, children's spaces, centres for children and parents, nursery schools and conciliation services) as well as mental health services. Although the services offered are perceived as relevant to the present time by the users, the cooperative's management is interested in experimenting with new business sectors, though being aware of the challenges and risks that new investments may entail. The desire to be as professional as possible has led to the choice of exploring new territories and identifying development opportunities, both in terms of expanding the services offered, and extending the areas to which its expertise can be exported. Today, care for the elderly and the management of sheltered homes are considered the main services in which to invest resources, not only in Italy. Proges International is the Hong Kong-based company created by the joint venture between Proges and Maylink that will develop care for the elderly in China, a rapidly expanding market where such services are absent or lacking. Again, with reference to care for the elderly, the company intends to export its know-how also to Moscow, where Proges' ten-year experience in the sector can help to structure services closer to people's real needs. In Brussels, Proges set up the Minimonde SPRL company, which is responsible for the management of *crèches* and *maisons d'enfants* for the Community institutions. Today, two infant-toddler centres are already in operation and a third one is under construction. Some scholarships have been made available together with the University of Parma and the Politecnico. The cooperative is interested in developing partnerships on the subject of domotics. Other areas considered strategic by the management of Proges today are corporate welfare and the construction of corporate networks for the design and delivery of joint welfare services.

CUSTOMERS

To date, the main customers of Proges are still the Municipalities, the Local Health Authorities and Asp. However, with a tightening of the public sector, there is growing attention to the private for-profit sector and the users' families, with whom the cooperative relates directly.

MARKET SECTOR AND GEOGRAPHICAL DIMENSION

Proges has most of its operations in Italy but the constant attention to the opportunities offered by foreign markets has led them to export their know-how to Brussels and Shanghai with the aim of leveraging on the professionalism gained over the years and making it available to countries where service provision is less mature.

NETWORKS, RELATIONS AND SOCIAL IMPACT

The company has built up an extensive network of partnerships and participations in other companies. Each organisation, although connected to the company, enjoys its own autonomy. The cooperative has always pursued innovative forms of collaboration between the public and private sectors, through instruments such as agreements, project financing and joint ventures, within which research, design and investment activities are carried out. Investments amount to over EUR 50 million. Proges is also part of two international consortia: ENSAFE, whose goal is to create a smartphone application that improves the lives of the elderly, and NOAH, which aims to create cloud technologies that enable lonely elderly people to live an independent life. The social report is drawn up by a mixed group composed of twenty employees, who are representative of the functions, services and territories in which the cooperative is present, coordinated by the Communication Department. Together with the School of Architecture and Urban Planning in Milan, Proges is also developing a reporting system for the social impact of services and infrastructures on the urban territory.

STRATEGIC LINES OF DEVELOPMENT AND CHANGE

The idea of valuing internal resources is the driver that has motivated Proges to cross national borders and to provide services also in foreign markets. This evolution was characterized by three fundamental steps. From 1994 to 2005, the company provided services directly to the Public Administration. Many of its activities were the result of reflections made directly with the management and the policy-makers of the area in which it was present. Subsequently, the company moved from being the main service provider to being a partner to the institutions. As of 2014, a new phase in the life of the company has begun, which has increasingly focused on the internationalisation of services and the aggregation of other entities.

PERCEIVED NEED FOR CHANGE

The most perceived need is to diversify the reference customer base, compensating the continuous decrease in public grants with an increase in revenue from the private for-profit sector. This paradigm shift requires an increasing qualification of services.

ORGANISATIONAL LEARNING

From the organizational point of view, the cooperative has a job description, which specifies the professional profiles of the company while the operating processes are identified and described within the Quality System. The Human Resources function consists of a Recruitment Office, a Training Office and a unit for internships and

apprenticeship. This function is in charge of staff evaluation, which takes place in two distinct ways: during the recruitment and start-up phases, the Recruitment Office arranges two interviews, one with the recruitment office employees and one with the head of the department where the new resource will be working. Subsequently, when the new staff has started to work in the company, the evaluation will be the responsibility of the head of the department who will use an assessment form. The identification of the need for new internal skills is done informally by the heads of department, who explain which professional figures are needed to the Recruitment Office.

EMPLOYEE TRAINING

In the three-year period 2014-2016, Proges provided 16,881 hours of training per year, in which 75% of the staff took part (about 2,088 people per year). The training courses covered the following topics: 40% were on compliance to the standards (safety at work), 50% were on vocational training and the operators' technical skills and the remaining 10% were on miscellaneous subjects. The total annual cost of paid working hours was 295,000 while the cost of training (organization of courses, involvement of teachers) amounted to 120,000 funded for the most part by Foncoop. In 85% of cases, trainers are identified directly by Proges, while in only 10% of cases training takes place externally.

ENTREPRENEURSHIP AND ECONOMIC RESOURCES

Proges' financial resources come mainly from the public sector and, in particular, from the management of personal care facilities.

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- Associazione Porta Aperta www.portapertamodena.it
- Consorzio K9 <https://www.societadolce.it/nidi/>
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- Società Dolce <https://www.societadolce.it/>
- Aut Aut Modena Onlus <http://autautmodena.it/>
- Il Bettolino <http://www.ilbettolino.it/>
- Open Group <http://www.opengroup.eu/>
- Camelot <http://www.coopcamelot.org/>
- Il Girasole <https://www.coopgirasole.it/>
- Zerocento <https://www.zerocento.coop/>
- Cento Fiori <http://www.coopcentofiori.it/>



- Consorzio Solidarietà Sociale <http://www.cssforli.it/>
- Parma80 <http://www.parma80.it/>
- Proges <http://www.proges.it/>
- Dimora D'Abramo http://www.consorziromero.org/dimora_abramo.html
- Consorzio SIC <http://www.conorziosic.it/doc/>
- Arca di Noè <http://www.arcacoop.com/>
- Aliante <http://www.aliantecoopsociale.it/>