

ACTION PLAN - DIALOG INTERREG PROJECT - FONDOUNIMPRESA SERVICE

Action Plan Introduction	2
Fondounimpresa: historical evolution of the service	2
Fondounimpresa: Positioning in the regional panorama	3
Fondounimpresa: services offered	4
Action Plan Development: Integrating Tools and Best Practices	6
Legal basis and objectives of the action plan	6
Needs analysis.....	7
Practice Transfer	7
Management tools - enhancement of participatory processes at different levels	9
Timing	10
From generic aspirations to specific goals and concrete measures	11
Description of concrete measures	12
Creation of a coordination group (Dialog Group)	12
Stakeholder mapping	12
Relational strategy with stakeholders	12
Information-opinion gathering tools (participatory model).....	13
Marketing Strategy	13
Making contact with stakeholders.....	13
Internal knowledge sharing tool (for consultants)	14
Development of courses for the integration of digital tools	14
Transfer of good practice from DIALOG project.....	14
Sustainability course for micro-enterprises	15
Sustainability self-assessment checklist	15
Video of "best practices" in microenterprises (on website)	15
Procedural map	16
Stakeholder list.....	18

Action Plan Introduction

The action plan proposed within the DIALOG project has been developed and adapted to the reality and economic macro-context of the Canton of Ticino. It aims to strengthen the role of the Fondounimpresa service through the introduction of two types of measures. The first are managerial tools aimed at increasing strategic relations and the widespread presence of the service throughout the territory. In particular, they include the creation of a coordination group, a mapping of stakeholders, the deepening and redefinition of strategic relationships, the strengthening of the participatory model and the definition of a marketing strategy. The other type of measure aims to transfer a best practice observed during DIALOG exchanges, in particular the "Maresa Le Roux" case study. The best practice is consistent with the development of Corporate Social Responsibility - which also at regional level is becoming established as a practice to be integrated into the public sphere. For Fondounimpresa, whose mission is oriented to support and sustain micro-entrepreneurship, it is a matter of transferring these affirmed principles to local and national level, enabling new entrepreneurs to take into consideration the economic, social and environmental impact of their activities.

Fondounimpresa: historical evolution of the service

In order to understand what potential Fondounimpresa can develop within the action plan, it is good to have an overall view of its development and positioning with respect to the needs and offers that have developed over the years at the service of entrepreneurship.

1995/1996	Development of a first set of training activities
1999/2002	Development of the pilot project "Fondo un'impresa", promoted by ECAP Foundation, DECS (Ticino) and financed by the Swiss Confederation
2003/2008	Birth of "Fondounimpresa", as DECS competence unit for entrepreneurial training – establishment and development of a network of social partners, public and private actors for piloting the service;
2008/2018	Birth of the interdepartmental service DECS – DFE, development of new product lines (coaching and individual consultancy), inclusion of

Fondounimpresa in the Regional Innovation System, as a partner of Agire Foundation

2019/2020

Integration of all cantonal activities and services aiming at promoting self-employment in Fondounimpresa; opening of Città dei mestieri della Svizzera italiana and integration of Fondounimpresa in the cantonal Istituto della Formazione continua (IFC)

Fondounimpresa: Positioning in the regional panorama

Fondounimpresa is an interdepartmental service, jointly managed by the Department of Education, Culture and Sport and the Department of Finance and Economy, together with an accompanying steering committee that includes the social partners. Fondounimpresa promotes entrepreneurship from a bottom-up perspective, supporting grassroots initiatives (advisors are also "representatives" of the needs and expectations of micro-entrepreneurs). The main objective of Fondounimpresa is to foster local entrepreneurial attitudes and skills, in order to promote self-employment as a means to improve economic growth and social cohesion.

The service is part of the Regional Innovation System, a network of regional entities to foster local development, economic and entrepreneurial growth and social cohesion. The Regional Innovation System is composed of entities that specialize in:

- Training, retraining and research of personnel (red)
- Incubators, technopoles and activity spaces (purple)
- Development and internationalization (blue)
- Financing (yellow)
- Coaching and support (green)
- Technology and knowledge transfer (dark blue)

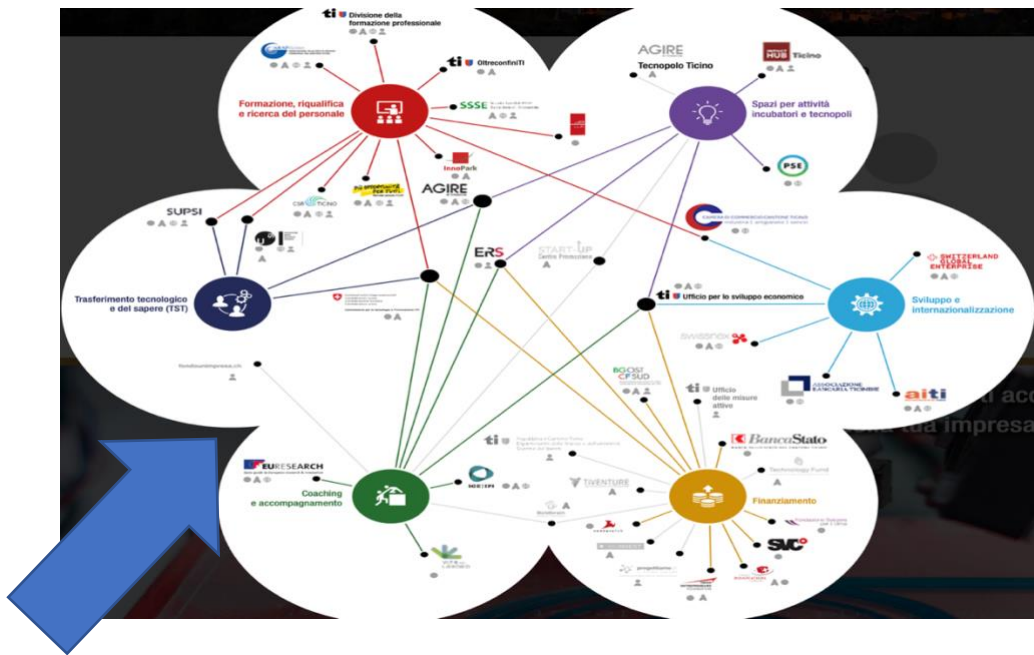


Image: Canton Ticino – Regional Innovation System

It should be borne in mind that this configuration has taken shape over the last twenty years, with the development of a university hub and support structures for innovation and technology transfer mobilized by public action in concert with private entities.

Fondounimpresa: services offered

In the cantonal panorama, Fondounimpresa has qualified as a service to support micro-entrepreneurship with the function of integrating innovative processes and solid entrepreneurial knowledge to ensure its survival in the medium to long term.

In particular, the action of Fondounimpresa acts as:

- Point of contact for small and micro-entrepreneurs
- Provider of coaching and support
- Provider of courses and continuous training
- Competence center for the development of entrepreneurial attitudes and culture

- Digital documentation center (web resources are freely available to end users, including links and preparatory steps for applying for funding).

Over the years, the number of aspiring micro-entrepreneurs who have turned to Fondounimpresa has increased considerably, making the service a strongly recognized point of reference at the cantonal level. In the figure below we can distinguish different categories of users. The service offers consultancy to those who want to open an entrepreneurial activity (light blue), to those who have already opened an activity and need general information (dark blue), to those who have just opened an activity and need in-depth technical support (red), to those who are unemployed and want to evaluate the opening of an activity (yellow) and to those who ask for economic incentives after opening an activity (green).

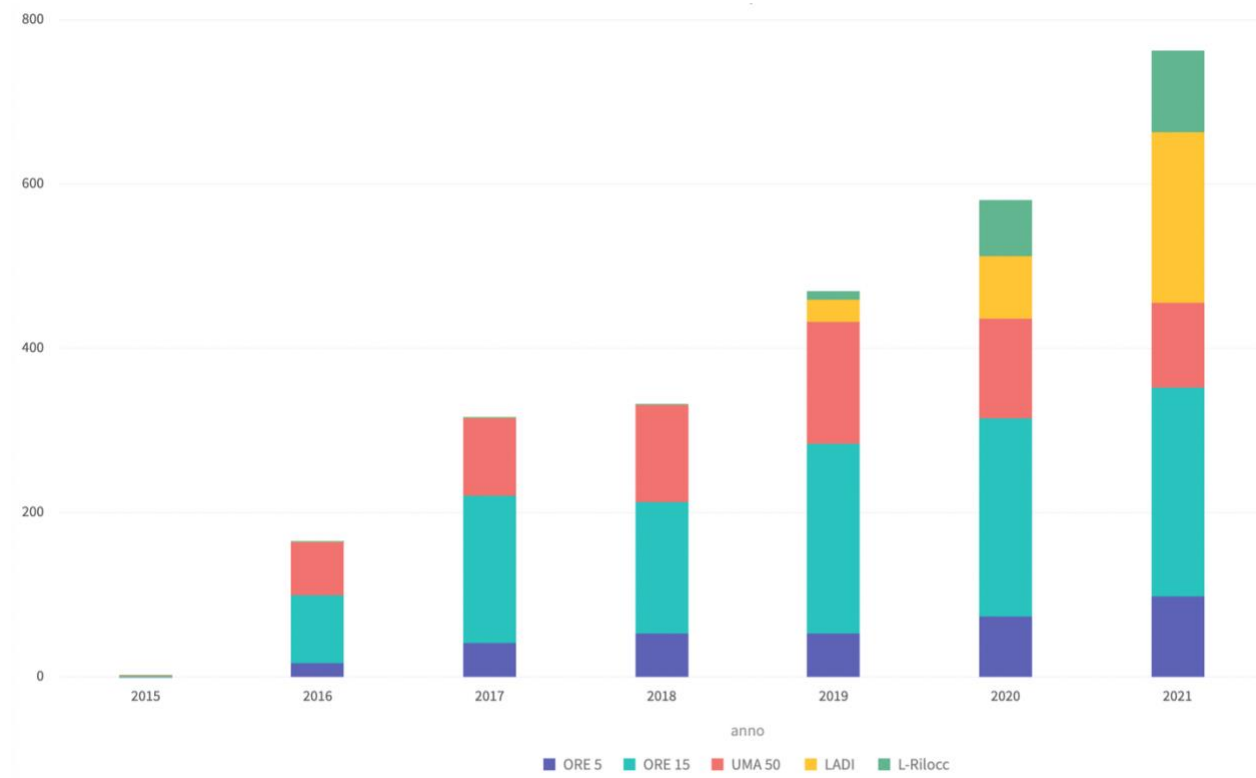


Image: Number of Fondounimpresa users (per year)

Action Plan Development: Integrating Tools and Best Practices

During the Dialog project, differentiated participatory practices were presented, through which public service can be improved in all its components. Fondounimpresa, coherently with its mission and its legal and structural constraints, wants to integrate in its operational practices some tools inspired by some good practices on which the Dialog Interreg project has been confronted.

Legal basis and objectives of the action plan

The goals of the action plan are described in generic aspirations found in two agreements. The first is the agreement between the State Secretariat for Economic Affairs (SECO) and the Department of Education, Culture and Sport (DECS). The second is the contract of participation in the interregional European project DIALOG (Project partnership agreement).

Generic aspirations according to the SECO-DECS agreement:

- Participation in the project in order to evaluate the possibility of improving the Fondounimpresa service (activities, strategies, etc.);
- elaboration of recommendations (action plan) aimed at improving the efficiency and sustainability of policy instruments through greater social consensus and wider involvement of stakeholders (social partners and citizens). In particular, through the Fondounimpresa service, but also, more generally, for the region's economic promotion and development instruments;
- improvement of Fondounimpresa as a reference service in the field of entrepreneurship in Ticino: increase in the number of entrepreneurs who turn to the platform.

Generic aspirations according to DIALOG agreement:

- 5-10% growth in the number of micro-entrepreneurs requesting support from Fondounimpresa;
- Increase in the share of microenterprises supported by Fondounimpresa in the digital business and share economy sectors;

- Adoption (partial or total) of a good practice observed during participation in DIALOG.

Needs analysis

Fondounimpresa in its practice of internal comparison, also in view of the adoption of a coherent and structured action plan, has been able to identify some gaps at different levels. This has made it possible to identify some avenues of work in the following areas:

- sharing more knowledge and consulting practices;
- equipping ourselves with shared tools to recognize the roles, services and functions of other actors in the area;
- develop tools for evaluating the service offered;
- developing ongoing contacts with users;
- integrate the principles of Corporate Social Responsibility CSR into training.

Practice Transfer

Participation in the DIALOG Interreg project gave us the opportunity to be inspired by the project of Maresa Le Roux (Belgium), which involves the creation of an interactive tool (Sustatool) to allow companies to:

- Assess their company's sustainability against the 17 goals of the UN Agenda 2030;
- Choose and implement measures to improve the sustainability of their company, if the results indicate gaps;
- Valorise the good practices already promoted by companies.



Image: Sustatool

Fondounimpresa, starting from different premises and conditions with respect to the project, intends to resume some measures aimed at raising awareness among new entrepreneurs on the issue of corporate social responsibility. This action is also desirable in view of some recent changes in the cantonal legal framework in the allocation of public contracts, which integrate some binding criteria with respect to CSR principles, and access to public and private funding that increasingly require the adoption of measures with economic, ecological and social impact that respect and are connected to the 2030 Agenda.

In the cantonal panorama there are some measures to provide competences in the field of CSR, in particular the University of Applied Sciences and Arts of Southern Switzerland offers a Certificate of Advanced Studies in Corporate Social Responsibility (or CAS in CSR) which aims to create a shared knowledge and culture on the subject and to provide tools for corporate management of Corporate Social Responsibility, strengthening ties with economic institutions and businesses in the area. Companies may also apply for training support.

Therefore, these measures are not accessible to micro-businesses (due to their expertise, structural and economic specificities), and for this reason Fondounimpresa, responding fully to its mission and expertise, can provide an indispensable service.

The measures identified are:

- The creation of a sustainability course for microenterprises.
- The creation of a sustainability self-assessment check list
- The creation of a page on business sustainability specifically for microenterprises (on the Fondounimpresa website and integrated with the more general actions offered by the Canton)
- The creation and publication of videos of "good practices" already adopted and to be adopted by microenterprises.

Management tools - enhancement of participatory processes at different levels

From the analysis conducted by the coordination group, we have found that there is a need to strengthen the managerial tools and make them more participatory. Therefore, a number of corrective measures are envisaged, as well as the adoption of suitable managerial tools to implement the action plan.

In particular they include:

- The creation of an internal coordination group to implement the action plan.
- The mapping of stakeholders that can be consulted by all consultants.
- The definition of the relationships to be developed with stakeholders (taking into account the participatory approach).
- A simple and effective system for collecting stakeholder opinions.
- The definition of a marketing strategy and virtuous partnerships (schools, public bodies, etc.).

In order to improve the capacity and accessibility of the service, the following measures have been identified:

- The adoption of an internal knowledge sharing tool that improves the transfer of skills between consultants and, consequently, the quality of service to the end user.
- The improvement of the web portal and its accessibility (user-friendly).
- For the digitization of the business: introduction of courses for the integration of digital tools in the daily life of the business.
- Development of moments of exchange between micro-entrepreneurs through participatory tools (mutual learning, presentation of good practices in the CRS area, etc.).

Timing

The proposed action plan is not only a concrete measure that can be circumscribed to a specific time frame, but rather the introduction of several measures that can lead to a system of process coordination with a very specific purpose: the achievement of the generic aspirations set out in the above contracts. If we take a close look at the aspirations listed above, we can deduce that their implementation - and measurement - would probably not be possible within the time frame of the Dialog Interreg project (project end: 31.07.2023). Hence two needs arise; the first is to establish a table that translates the generic aspirations into specific objectives and concrete measures, the second is to create an action plan whose implementation can continue beyond the limited time frame of the project.

From generic aspirations to specific goals and concrete measures

GENERIC ASPIRATIONS	SPECIFIC GOALS	CONCRETE MEASURES
Participation in the project in order to evaluate the possibility of improving the Fondounimpresa service (activities, strategies, etc.)		<p style="text-align: center;">Managerial tools</p>
Elaboration of recommendations (action plan) aimed at improving the efficiency and sustainability of policy instruments through greater social consensus and wider involvement of stakeholders (social partners and citizens). In particular, through the Fondounimpresa platform, but also, more generally, for the region's economic promotion and development instruments;	<p style="text-align: center;">1</p> <p style="text-align: center;">Developing a plan of action: - versatile - that introduces a participatory model - reproducible in other services</p>	<ul style="list-style-type: none"> • Creation of a coordination group • Stakeholder mapping • Definition of relations • Stakeholder opinion gathering system • Marketing strategy • Contact with stakeholders
	<p style="text-align: center;">2</p> <p style="text-align: center;">Amplification of virtuous exchanges between Fondounimpresa and other actors</p>	
Improvement of Fondounimpresa, as a reference service in the field of entrepreneurship in Ticino	<p style="text-align: center;">3</p> <p style="text-align: center;">Improving internal expertise to better meet user needs</p>	
Increase from 5% to 10% of micro-entrepreneurs who ask Fondounimpresa for support	<p style="text-align: center;">4</p> <p style="text-align: center;">Development of a user-friendly service</p>	<p style="text-align: center;">Managerial tools</p>
	<p style="text-align: center;">7</p> <p style="text-align: center;">Development of a marketing plan and virtuous relationships with stakeholders</p>	<ul style="list-style-type: none"> • Internal knowledge sharing tool (for consultants) • Web portal improvement and accessibility • Development of digital tools integration courses • Development of moments of exchange among micro-entrepreneurs
Increased share of microenterprises supported by Fondounimpresa in the digital business and share economy sectors;	<p style="text-align: center;">8</p> <p style="text-align: center;">Fondounimpresa can currently incentivize the adoption of digital tools for microenterprises through increased training related to the digitization of services. However, we do not foresee specific measures aimed at directly increasing the share of "fully" digital enterprises.</p>	
Transfer of a good practice from the DIALOG project	<p style="text-align: center;">9</p> <p style="text-align: center;">Introduction of the founding idea of good practice by Maresa Le Roux, Coordinator International Cooperation of the Liberal Trade Union of Belgium (ACLVB-CGSLB);</p>	<p style="text-align: center;">Transfer of good practice</p> <ul style="list-style-type: none"> • Sustainability course for micro-enterprises • Sustainability self-assessment check list • Page on business sustainability (on website) • Video of "best practices" in microenterprises (on website)

Description of concrete measures

Creation of a coordination group (Dialog Group)

In order to make both the elaboration and the implementation of the action plan possible, an internal coordination group was created within Fondounimpresa. The group is composed of both Fondounimpresa employees who have special responsibilities or knowledge, as well as employees from the Office of Continuing Education and Innovation (UFCI) and the Institute for Continuing Education.

Stakeholders involved:

Fondounimpresa employees, Istituto della formazione continua, Ufficio della formazione continua e dell'innovazione (UFCI).

Stakeholder mapping

Fondounimpresa did not have at its disposal an extensive and detailed map of stakeholders. However, it turns out to be a fundamental tool for both the definition of the participatory action plan and its implementation.

Stakeholders involved:

Fondounimpresa employees, Istituto della formazione continua, Ufficio della formazione continua e dell'innovazione (UFCI).

Relational strategy with stakeholders

The definition of a specific relationship with stakeholders has two functions. The first is a natural consequence of adopting a participatory model -> the degree of participation and influence of each individual stakeholder must be defined according to specific criteria. The second function is managerial; in order to achieve such ambitious goals, it is necessary to provide for active informal and formal collaboration with entities outside Fondounimpresa.

Stakeholders involved:

Fondounimpresa employees, Istituto della formazione continua, Ufficio della formazione continua e dell'innovazione (UFCI).

Information-opinion gathering tools (participatory model)

In order to effectively achieve stakeholder participation, it is necessary to define information-opinion gathering tools for each stakeholder. It can be translated into bilateral tools (questionnaires, meetings, etc.) as well as unilateral (study of the offer/function/impact of the stakeholder). The participatory model adopted here is inspired by the model developed during the Dialog project. [Model on participatory methods and process]. For each stakeholder will then be decided a specific degree of participation (inform, consult, involve, collaborate, empower) and the related tools for collecting information-opinions.

Stakeholders involved:

Fondounimpresa employees, Istituto della formazione continua, Ufficio della formazione continua e dell'innovazione (UFCI).

Marketing Strategy

Once the relational strategy with stakeholders has been established, a marketing strategy will be elaborated that is not only limited to "commercials" but extended to collaborations with various entities (e.g. municipalities, schools and services).

Stakeholders involved:

Fondounimpresa employees, Istituto della formazione continua, Ufficio della formazione continua e dell'innovazione (UFCI).

Making contact with stakeholders

Making contact with stakeholders will allow for the creation of virtuous relationships (widespread presence of the Fondounimpresa service, joint visibility campaigns, ad-hoc courses, collaboration

on events, exchange of knowledge, etc.). These new measures are not yet defined and transcend the timeframe of the DIALOG project.

Stakeholders involved:

Fondounimpresa employees, Istituto della formazione continua, Ufficio della formazione continua e dell'innovazione (UFCl), see Stakeholder actual list section

Internal knowledge sharing tool (for consultants)

Fondounimpresa consultants do not yet have an updated knowledge sharing tool. Its creation will make the service more efficient and improve the service for users.

Web portal improvement and accessibility

The web portal is not yet sufficiently user-friendly. In order to encourage contact by new users it is necessary to revise and modify it.

Stakeholders involved:

Fondounimpresa employees,

Development of courses for the integration of digital tools

Fondounimpresa already offers courses on digital marketing. To these can be added specific courses for the creation of web-sites and marketplaces

Stakeholders involved:

Fondounimpresa employees, Fondounimpresa users

Transfer of good practice from DIALOG project

Taking up the good practice presented by Belgium (Maresa Le Roux), the opportunity was seen to introduce awareness-raising measures for microenterprises for the 17 UN development goals. In this sense, it was considered to proceed with the introduction of the following measures:

Sustainability course for micro-enterprises

The training modules currently present in Fondounimpresa do not include a space dedicated to sustainability. It will be necessary to decide whether to introduce the topic in an existing course or to set up an ad-hoc course.

Sustainability self-assessment checklist

Fondounimpresa can provide its users with a sustainability self-assessment check list. Corporate sustainability page (on website). The theme of sustainability will be made visible on the Fondounimpresa website.

Video of "best practices" in microenterprises (on website)

Any good practices will be publicized through explanatory videos.

Business sustainability web page on Fondounimpresa website

A dedicated web page will be created on the Fondounimpresa website.

Development of moments of exchange between microentrepreneurs

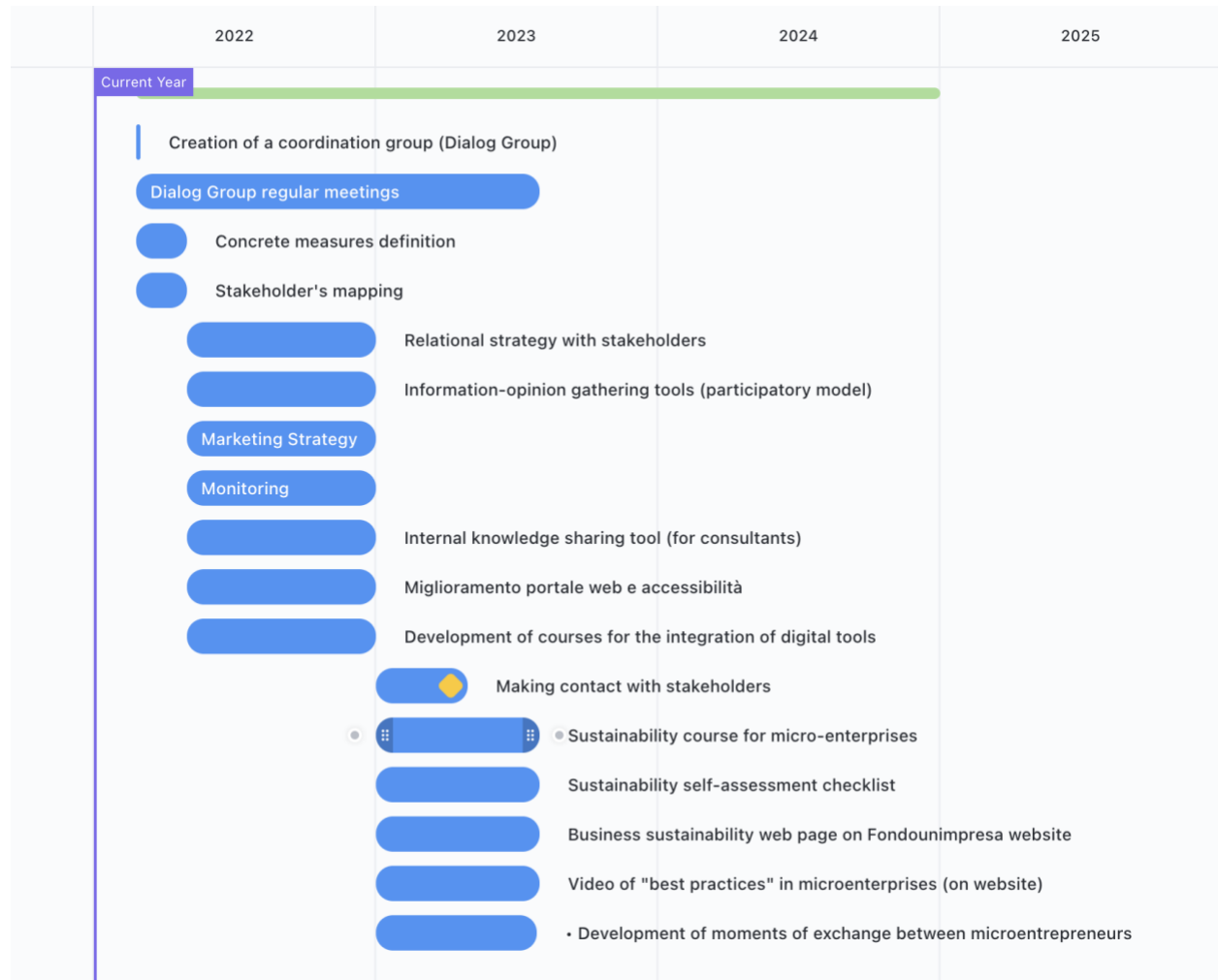
Moments of exchange will be organized based on a thematic.

Stakeholders involved:

Fondounimpresa employees, Fondounimpresa users

Procedural map

In the procedural map (Gantt) you can see the different measures that are intended to be taken and the implementation periods.



Costs and Funding sources

The cost of the measures will be funded by the Ticino's Department of Education, Culture and Sport and the Department of Finance and Economy. A part will be funded by the Federal office of economic affairs.

Description	Cost per person per working day	Persons involved	Days	Total
Project coordination	500	1	28	14000
Creation of a coordination group (Dialog Group)	500	7	1	3500
Dialog group meetings	500	10	1	5000
Stakeholder mapping	500	3	1	1500
Relational strategy with stakeholders	500	5	1	2500
Information-opinion gathering tools (participatory model)	500	3	1	1500
Marketing Strategy	500	3	1	1500
Making contact with stakeholders	500	1	3	1500
Internal knowledge sharing tool (for consultants)	500	1	2	1000
Development of courses for the integration of digital tools	500	3	5	7500
Transfer of good practice from DIALOG project	500	-	-	
Sustainability course for micro-enterprises	500	1	5	2500
Sustainability self-assessment checklist	500	1	1	500
Video of "best practices" in microenterprises (on website)	500	3	3	4500
Business sustainability web page on Fondounimpresa website	500	1	2	1000
Development of moments of exchange between microentrepreneurs	500	1	2	1000
Activity reviews by directors	500	2	5	5000
TOTAL				54000

Stakeholder list

Fondounimpresa Stakeholder list	
Name	
SUPSI - UFFICIO CARRIERA ORIENTAMENTO PROFESSIONI	
STARTUP.CH	
USI STARTUP CENTER	
STARTUP GARAGE	
PORTALE DELL'INNOVAZIONE E DELL'IMPRENDITORIA	
AGIRE	
LUGANONETWORK	
ATED	
NETCOMM SUISSE	
EROI LOCALI REIFFEISEN	
PROGETTIAMO.CH	
TIVENTURE	
AMISI	
CF SUD - FIDEIUSSONI	
ASSOCIATION MICROCREDITO SOLIDALE	
SAFFA - DONNE	
FONDI DI CATEGORIA	
ENTI REGIONALI - CONCORSI STARTUPS	
STARTUP KICK	
AIUTO SVIZZERO MONTAGNA BERGHILFE	
CROWDFUNDING FEDERALI?	
POP-IN.CH	
ENTE REGIONALE DI SVILUPPO LUGANESE	
ENTE REGIONALE DI SVILUPPO LOCARNESE E VALLEMAGGIA	
ENTE REGIONALE DI SVILUPPO BELLINZONESE E VALLI	
ENTE REGIONALE DI SVILUPPO MENDRISIOTTO E BASSO CERESIO	
ORGANIZZAZIONE REGIONE MOESA	
RSI	
MEDIA TI (CDT)	
TIO.CH	
TICINO MANAGEMENT	
TICINO BUSINESS	
INFO PMI (RIVISTA)	
INFO INSUBRIA (RIVISTA)	
LISTA DEI COMUNI (MAILING LIST)	
SAS LUGANO (SERVIZIO ACCOMPAGNAMENTO SOCIALE)	
USSI (UFFICIO DEL SOSTEGNO SOCIALE E DELL'INSERIMENTO)	
IAS	
GABBIANO - EDO CARRASCO - PROGETTO MIDADA	
UAR - UFFICIO ASSISTENZA RIABILITATIVA	
SOCIAL TRUCK	
INCLUSIONE HANDICAP TICINO	
PORTALE PMI	
INNOSUISSE	
EASYGOV	
PROINFIRMIS	
SSSEA - SSSIG - SSSAT	
MIB POLIMI	
FORMAZIONECONTINUA.CH	
ALICE.CH	
IPT	
CCTI	

SUPSI
SSSAT
SCUOLE MEDIE SUPERIORI
CITTÀ DEI MESTIERI
SUFFP
CISA
CFP-OCST
ECAP
USI
ASSOCIAZIONI STUDENTESCHE UNIVERSITARIE
CCTI
SIC TICINO
AITI
SSIC IMPRESARI COSTRUTTORI
GASTROTICINO
SPFE ELETTRICISTI
DOCENTI
UTENTI
CONSULENTI
SEGRETERIA
DIREZIONE FI
GRUPPO COORDINAMENTO
GRUPPO ACCOMPAGNAMENTO
COMITATO DI PILOTAGGIO
DIREZIONE IFC
UFCI
DECS
SEZIONE DEL LAVORO
SWISS GLOBAL ENTREPRISE
CFSUD
MICROCRÉDIT SOLIDAIRE SUISSE (MSS)
AMISI
CENPRO
BÜRGERSCHAFTSGENOSSENSCHAFT
SAFFA