FINAL IMPLEMENTATION REPORT ITALY

Deliverable D.T2.6.7

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1. Introduction

The Italian tandem (Giacomo Brodolini Foundation - FinPiemonte) elaborated the regional adaptation (D.T2.6.1) of the 'Joint concept for Implementation of Pilots' (D.T2.1.2). The Italian version of the concept described the territorial focus of the program and according to the value chain approach followed by the joint concept it also defined the needs and problems to be tackled by the pilot project as well as the regional, organizational and pilot level goals of the pilot to be achieved in order to solve the addressed problems. The Italian pilot project plan also included the definition of the target groups to be involved in the pilot and the funnel approach and the methodology how the shrinking circle of participants have been planned to be selected in the different phases of the pilot.

The Italian adaptation of the joint Concept also defined the stakeholders to be involved in the pilot implementation, as service providers and regular or occasional partners, as well as the interventions to be implemented during the pilot period and the toolbox elements to be tested (which was the main and general goal of the experimental program).

Based on the adaptation of the joint concept, the Italian tandem implemented the regional pilot project between July 2020 and April 2021. Within the frameworks of the pilot the Italian partners implemented 3 pilot workshops (kick-off, midterm and project closing), and organized 1 pilot visit. Six tools have been tested during the pilot, which supported social enterprises in Piedmont region through:

- 48 hours of entrepreneurial skills development training sessions
- 220 hours entrepreneurial skills development mentoring and coaching
- 8 hours of financial skills development training sessions
- 2 financial skills development workshops
- 20 hours of mentoring meetings for financial skills development

The Italian tandem reported on the progress of the pilot project on the 22nd of March 2021 (D.T2.2.2/1 – Pilot Midterm Workshop) and the 24th of November 2020 (D.T2.2.2/2 – Transnational Working Group Meeting in Hungary)

In the followings we are providing a detailed description about the results of the Italian pilot. We also evaluate its achievements, highlight the challenges that had to be faced, present the solutions elaborated for such challenges and the lessons learnt during the implementation, which may be applied and utilized for building the capacities of regional public authorities and financial institutions for developing a supportive ecosystem in Piedmont within the next phase of the DelFin project and beyond.

In terms of **territorial target**, the Italian Pilot was focused on vulnerable mountain areas, including peripheral areas, high-altitude and middle valley, excluded from the main tourist circuits and with low population density. In line with this objective, the Pilot took highly into consideration the National Strategy for Inner Areas (SNAI)[1].

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[1] Based on specific criteria, the SNAI identified in Piedmont 505 municipalities as Inner Areas. In the Delfin Pilot call, only projects impacting on municipalities listed in the National Strategy for Inner Areas (SNAI) were eligible. 283 SNAI municipalities out of 505 total SNAI municipalities in Piedmont were eligible (in the three provinces of Cuneo, Torino, Biella), which means almost 60%.

The Italian Pilot intended to ensure a **wide territorial extension**, in order to enlarge the opportunity offered by the Delfin Pilot as much as possible, therefore inner areas from three provinces were included (provinces of Cuneo, Torino, Biella). The call was addressed to organizations or potential entrepreneurs proposing projects to be developed in some of the 293 Inner Areas municipalities (238 intermediate, 98 peripheral, 3 ultra-peripheral).

Considering the territorial extension, a **widespread incubation model** was planned, which was foreseeing 12 plenary meetings in different locations covering the 3 provinces. Unfortunately, the covid-19 restrictions interfered with the planned sessions and due to lock-down periods only 3 in-class sessions could be delivered: 2 in Biella and 1 in Cuneo. The remaining ones took place online.

2. Implementation

2.1. Target groups involved

The Italian tandem involved the following target groups in the pilot project:

- **Pre-existing organizations**
  Enterprises, associations, cooperatives, community-based cooperatives intending to **expand or innovate** their sphere of action through **new interventions** aimed at responding to social needs in a specific territory

- **Potential new entrepreneurs**
  Individual or groups, legally not constituted (yet), having a business idea to respond to social needs in a specific territory

2.2. Stakeholders involved

As said, the 293 municipalities addressed by the call are falling into three different departments (provinces). These are characterized by different local institutional and financing ecosystems and have a different level of maturity in supporting impact-based enterprises. For those reasons, developing an increasing relationship with the local territories, stakeholders and ecosystems, starting for the very beginning of the pilot (already in its design phase) resulted to be the clue for the full success of this action and for its sustainability in the mid and long run.

Italian partners involved the following stakeholder groups in the pilot process:

- **Service Providers**: they factually and stably contributed to the pilot implementation through the subcontracting of specific tasks. They included:
  - An accelerator: NEMO
  - A higher education organization: SAA – Business School of the University of Torino

- Ecosystem members: they were occasionally (but on regular bases) called to join pilot workshops and targeted meetings, in order to have full visibility of the pilot progresses and achievements and to enable them to contribute to the follow-up phases.
  They were very various and included:

- o Business support organizations
  - Local chamber of commerce (1)
  - Unions of cooperative companies and of third sector operators (11)
  - Open Incet

- o Accelerators:
  - Ashoka Italia
  - SocialFare
  - TSI
  - Avanzi

- o Higher Education:
  - Collegio Carlo Alberto
  - Università di Torino

- o Local authorities:
  - Mountain Unions (4)
  - Local Action Groups (3)
  - Regional/Provincial Authorities (4)

- o Financial institutions/SME:
  - Local bank foundations /Association bank foundations (6)
  - Other private foundations (4)
  - Banks /Bank Association (5)
  - SMEs (5)

- o Other : National Newspaper (1)

2.3. Toolbox elements tested

The Italian tandem targeted the following tools from the Toolbox for Promotion of Social Entrepreneurship in Rural Regions (Toolbox in the followings) for testing:

Category	Tool	Explanation
Business support structures	Kulturhanse	support and development of business ideas, spread among territories in internal areas, with a special focus on social impact.
	InnovAree	support and development of business ideas through actions spread among territories in internal areas, with a special focus on social impact.
	Innovare in Rete	support and development of business ideas, spread among territories (the financial schemes proposed by Innovare In rete is too advanced for Italian pilot partecipants)

	RINASCIMENTO FIRENZE	Based on the Delfin pilot experience, we foresee to test such tool as follow-up. It will be included in our action plan for actions to be implemented in the next future.
Financing Schemes:		
Evaluation	MarketMate evaluation tool	Inspiration to create evaluation elements and criteria for the selection of projects
	Bravo innovation hub program	inspiration to create the Investment Readiness Assessment.

2.4. Implementation timeline

The Italian pilot project had been implemented according to the following timeline:

Steps	Description	Start	End
1.	Consultation with stakeholders for the Pilot concept definition	December 2019	April 2020
2.	Call publication and management	07/05/2020	30/06/2020
3.	Scouting of potential applicants	April 2020	End of June 2020
4.	Selection of candidates (10 out of 55)	01/06/2020	17/07/2020
5.	Selection of external provider of PILOT phase 1	11/06/2020	29/07/2020
6.	Kick-off pilot workshop	31/07/2020 and 29/09/2020	
7.	Implementation of Pilot Phase 1: training, coaching, mentoring	August 2020	March 2021
8.	Implementation of Pilot Phase 2: business readiness analysis and financial support	March 2021	End of April 2021
9.	Mid-Term Pilot workshop	22/03/2021	
10.	Final Pilot Workshop	15/04/2021	

2.5. Activities and interventions implemented

The Italian partners implemented the following activities and interventions for testing tools from the Toolbox within the frameworks of the regional pilot project:

Category	Activity/intervention	Content (topics)
Pilot workshops	Kickoff pilot workshop	Articulated into 2 moments: - one restricted only to the project participants and the external provider of PHASE1, in order to set the scene and start working. - One involving also the wider audience (relevant stakeholders) in order to raise their attention on

		the Pilot Program, its objectives and officially present the participants. In this framework, a clear message was transferred to the invited stakeholders: throughout the pilot program and beyond it, they would be expected to play a supportive role to the participants, whenever possible and consistently with their mission.
	Midterm pilot workshop	Focus on Financial Support for new SEs: from theory to practice. The participation was restricted to pilot participants and a selected number of high-level speakers from public and private financial institutions. The workshop was designed with training and information purposes and it was planned to be an interactive Lab. The aim of the meeting was to provide the pilot participants with an overall vision of the actors involved, the priorities and methods of intervention of the different types of organizations that, in their mission, offer financial support to business projects with a social impact and to local development initiatives.
	Final pilot workshop	Public workshop aimed at presenting the results achieved by the pilot participants and the next steps. The pilot participants presented their business projects (pitch presentation) and a discussion followed with key stakeholders (organizations potentially interested in being their supporters, partners, investors), on upcoming challenges and opportunities. A debate session was also organized (into three rooms led by Ashoka, Nemo and the Giacomo Brodolini Foundation), aimed at sharing points of view and collecting recommendations to consolidate the ecosystem's support for social initiatives in rural areas.
Pilot visit	Based on the peculiarities of the Italian Pilot Program, the visit was focused on the importance of developing strong relations with local territories: engage the local territories in the design and management of the call, design of an incubation program spread around the territories and applying an inclusive rotational model, how to build local alliances, the importance of local dimension as enabling factor of impact (obstacles and governance models).	
Entrepreneurial skills development training	Training on: • Entrepreneurial mindset • Idea Consolidation • Meet the market • Idea to execution • Legal issues • Impact evaluation	

	• Marketing strategy • How to pitch
Entrepreneurial skills development workshops/meet-ups	NA
Entrepreneurial skills development related mentoring meetings	Mentoring sessions on: • Entrepreneurial mindset • Idea Consolidation • Meet the market • Idea to execution • Legal issues • Marketing strategy • How to pitch
Financial skills development trainings classes	Training on: • Basic concepts of taxation and accounting • Business modelling • Business planning • Funding strategy
Financial skills development workshops/meet-ups	NA
Financial development related mentoring meetings	Mentoring sessions on: • Business modelling • Business planning • Funding strategy

2.6. Outputs

As a result of the pilot project implementation Italian partners achieved the following pre-defined and self-defined outputs.

2.6.1. Pre defined outputs

No.	Output indicator	Planned value	Achieved value	Means of verification
1.	Number of target group members addressed	25	55	55 applications were collected in reply to the pilot call.
2.	Number of target group members involved in the project	10	10	Official communication of assignment. Signed presence sheets. Recorded on-line lessons.

3.	Number of target group members starting new business (model)	4	3	Documentation of establishment of the business.
4.	Number of pilot visits implemented by your organization	1	1	Invitation email, agenda, screenshots, list of registered participant
5.	Number of pilot visits your organization participated on	3	3	Finpiemonte joined the Hungarian pilot visit on 16 th February 2021 FGB attended the Croatian Pilot Visit on 3rd of November and the Hungarian one on 16th of February
6.	Number of pilot workshops (kick off, midterm, final)	3	3	One Report for each pilot workshop

2.6.2. Self defined outputs

No.	Output indicator	Planned value	Achieved value	Means of verification
1.	Number of partners (stakeholders/service providers) regularly involved/participating in the pilot project design, development and implementation	not planned	2	SAA and NEMO factually and stably contributed to the pilot implementation through the subcontracting of specific tasks. SAA was in charge of providing training, coaching and mentoring activities for the implementation of PHASE1 of the pilot program. NEMO was in charge of mapping the key relevant stakeholders for each pilot participant, for the development of PHASE2 of the pilot program, with specific reference to financial support.
2.	Number of partners (stakeholders/service providers) occasionally involved/participating in the pilot project design, development and implementation	20	51	The identification of relevant stakeholders was developed in a progressive way throughout the pilot implementation. Strong attention was always given to their active involvement in all pilot workshop. Stakeholders always received targeted invitation and in the final Pilot Workshop NEMO set up an animation methodology in order to collect their inputs.

				Most of the stakeholders joined more than one pilot workshop and this shows their interest for this initiative. In addition, 18 stakeholders were also met in 1to1 meetings dedicated expressly to support the pilot participants.
3.	Number of tools adapted in the pilot project	4	6	the tools were adapted and integrated in the design of phases 1 and 2. Their presence can be analyzed in the proposed structure of the pilot, through the brief descriptive documents of the program.
4.	Number of entrepreneurial skills development training classes	48	48 hours	deliverables, exercises and outputs delivered by the participants
5.	Number of entrepreneurial skills development workshops/meet-ups	3	3	deliverables, exercises and outputs delivered by the participants
6.	Number of entrepreneurial skills development related mentoring meetings	220	220 hours	deliverables, exercises and outputs delivered by the participants
7.	Number of target group members (organizations+teams+natural persons if private entrepreneurs) regularly participating in the above entrepreneurial development activities (50% or higher participation ratio)	10	10 organizations/teams (appr. 20 people)	Attendance list
8.	Number of financial skills development trainings classes	8	8 hours	deliverables, exercises and outputs delivered by the participants
9.	Number of financial skills development workshops/meet-ups (events) (indicate if not relevant in case of your project)	NA		

10.	Number of financial development related mentoring meetings	20	20 hours	deliverables, exercises and outputs delivered by the participants
11.	Number of target group members (organizations+teams+natural persons if private entrepreneurs) regularly participating in the above financial skills development activities (50% or higher participation ratio)	10	10 organizations/teams (appr. 20 people)	Attendance list

2.7. Compliance with comparability criteria

In order to ensure the compliance of the different regional pilot projects with the objectives of the project as described in the Application form as well as their comparability and measurability, the joint concept defined output and quality level comparability criteria. Output level comparability criteria had been met by the Italian tandem during the pilot implementation as follows.

Output level comparability criteria	Target	Achieved	Means of verification
Number of pilot projects	1/country	1	Final Implementation Report
Adaptation of tools from the toolbox	1/country	6	Final Implementation Report
Involvement of local business support organizations into pilot development and implementation	YES	YES	✓ **Local chamber of commerce** : 1 (Chamber of commerce of Cuneo registered to the final pilot workshop) ✓ **Unions of cooperative companies and of third sector operators**: 11 (3 were involved in stakeholders' meetings, 2 in one-to-one meetings and 6 registered to final workshop) ✓ Open Incet: 1 - OI through FGB (as FGB's innovation hub) attended to meetings and workshops.
Involvement of local public authorities into pilot development and implementation	YES	YES	✓ **Mountain Unions** : 4 (3 were involved in stakeholders' meetings and 1 registered to the final workshop) ✓ **Local Action Groups** :3 (2 followed actively the process from the pilot concept definition to the final workshop, the 3 of them were involved in one-to-one meetings in support to pilot participants)

			✓ **Regional/Provincial Authorities** : 4 (2 followed actively the process from the pilot concept definition to the final workshop, 1 was consulted directly by Nemo and Finpiemonte on relevant aspects and 1 was involved in a one-to-one meeting)
Involvement of local financial institutions into pilot development and implementation	YES	YES	✓ **Local bank foundations /Association bank foundations** : 6 (2 were speakers during the mid-term workshop, 3 were involved in stakeholders' meetings and one was registered in final workshop) ✓ **Other private foundations** : 4 (1 followed actively the process from the pilot concept definition to the final workshop, 1 was consulted directly by Finpiemonte on relevant aspects, 1 registered in final workshop, 1 was involved in a one-to-one meeting) ✓ **Banks /Bank Associations** : 5 (1 was speaker in mid-term workshop, 1 followed actively the process from the pilot concept definition to the final workshop, 2 were involved in one-to-one meetings and 1 participated to pilot kick off meeting) ✓ **SMEs** : 5 (1 followed actively the process from the pilot concept definition to the final workshop, 4 were involved in one-to-one meetings)
Development of business skills	YES	YES	deliverables, exercises and outputs delivered by the participants on each thematic lessons of training and mentoring (48 ours of training + 220 hours of mentoring)
Development of financial capacities	YES	YES	deliverables, exercises and outputs delivered by the participants on each thematic lessons of training and mentoring (8hours of training + 20 hours of mentoring) 1 evaluation report of the investment readiness 2 thematic wotkshops and 1to1 meetings
Number of participants addressed	25/country	55	See 2.6.1. Pre defined outputs!
Number of participants participating in development activities	10/country	10	See 2.6.1. Pre defined outputs!

Number of participants successfully completing pilot goals (starting new business)	4/country	3	See 2.6.1. Pre defined outputs!

As for the quality level comparability criteria, they will be discussed in the general Evaluation Report (D.T2.7.3) as the pilot project plans had been evaluated by PP4 (IFKA) as well as the level of satisfaction of stakeholders and participants that had been analyzed based on the results of the evaluation surveys also compiled by IFKA.

2.8. Self-defined success criteria (planned/achieved)

During the planning process of the Italian pilot project the tandem partners defined criteria of successful pilot implementation as part of the adaptation of the joint concept for Italian circumstances. Accordingly, all main project activities have been associated with objectives which described what the partners expected from pilot activities. Each objective had been associated with success criteria describing when the partners would consider the objectives met and the pilot activities successful. Partners also defined the measurable indicators of fulfilling the success criteria and the values of indicators they planned to achieve in order to fulfil success criteria. Finally, the tandem members defined measurement tools and methods for measuring the value of the indicators and feedback plans for actions in case of not achieving the planned indicators. In the followings the Italian tandem describes how the success criteria have been applied during the pilot implementation.

2.8.1. Applicability of self-defined success criteria

Pilot activities	Objectives	Success criteria	Indicator	Expected value	Measurement tools/methods	Applicability of the criteria during the pilot implementation (YES/NO)
Integration of toolbox elements	The ability to activate at the right time the toolbox elements suitable to the pilot project participants	1. All the toolbox elements suitable to the pilot project participants activated at the right time and in the right sequence and manner	N. of toolbox elements (and variety) identified as relevant, to be used in an integrated way related to the goals of the pilot	Full success: At least 80% of the relevant identified toolbox elements are used in a integrated way related to the goals of the pilot Partial success: 50% of the relevant identified toolbox elements are used in a integrated way related to the goals of the pilot Not achieved success: less than 50% of the	Toolbox diffusion monitoring Interim notes	yes

				relevant identified toolbox elements used in a integrated way related to the goals of the pilot		
Development of entrepreneurial skills of the target group	Provide the participants with practical knowledge to be able to start/run a business	2. Participants will elaborate their own business model and their presentation of the project (pitch deck)	N. of business models and their public presentation of the project)	Full success: 10 out of 10 participants have a business model and pitch deck

Partial success: 5 out of 10 participants have a business model and pitch deck

Failure: less than 5 out of 10 participants have a business model and pitch deck | Regular monitoring of the incubation process that will be assigned to an external provider.

Careful selection of the provide in order to find someone who has a sound previous experience. | yes |
| **Financial development of the target group** | Provide the participants with practical knowledge and ad-hoc support on:

- Creating a readiness investment cv
- funding options and opportunities with public/private stakeholders | 3. Assessment of the investment readiness of projects

Matching between projects and funding opportunities

Meeting between projects and public/private stakeholders (including banks) | N. of CV readiness

N. of funding/support opportunity identified per project

N. Of stakeholders met (including banks) | Full success:
A. 10 projects have the CV readiness.
B. At least 4 participants have a funding/support opportunity to apply for.
C. Al least 4 participants have a meeting with at least 1 public or private stakeholder (including banks)

Partial success:
A. At least 4 have the CV readiness.
B. At least 2 have a Funding/support opportunity to apply for. | Report from the FGB

Questionnaire of satisfaction of participants

Questionnaire to collect feedback from stakeholders on the perceived quality of the proposed projects and on recommendations | Yes
9 Readiness CV report

10 satisfaction questionnaires from pilot participants

2 questionnaire form stakeholders

18 meetings between projects and public/private stakeholders (including banks). |

				C. At least 2 have a meeting with public or private stakeholder (including banks)		
Involvement of local business support structures, financial institutions and local authorities into the implementation	Involve the key stakeholders form all the territories in order to: Favour the creation of a supportive local ecosystem for an eventual follow-up of the incubated businesses	4. We hope that investors and funding organisations may be willing to ensure further support or funding to the most promising incubated businesses, in complementarity with (or after the end of) the Delfin pilot programme.	1. N. of potential investors and funding/support organisations attending ad hoc meetings/pilot workshops 2. N. of incubated business that receive financial support or further support actions from third parties	At least 6 local business support structures, financial institutions and local authorities take part to each pilot workshop. Full success: 4 of the incubated businesses receive further support from third parties	Registration at the meetings/pilot workshops (signatures/online registration) Check on how many projects receive further support after the end of the pilot programme (verification will be done up to 8 months after the end of the pilot) and after 2 months by individual contact	yes
Exchange of experiences (pilot visit)	Mutual learning to modify/enrich in progress the pilot implementation and the sustainability of the projects	5. At least 1 visit on place	Number of transferable ideas or adjustments learnt	At least 1 useful idea in at least 1 aspect (i.e. financial instrument; service model widespread in the territory)	1 visit on place attended	yes

2.8.2. Results and conclusions regarding the application of self-defined success criteria

Pilot activities	Success criteria	If the criteria had been applied what was the value achieved,	If the criteria could not have been applied, what was the reason of non-applicability?
Integration of toolbox elements	1. All the toolbox elements suitable to the pilot project participants activated at the right time and in the right sequence and manner	6	
Development of entrepreneurial skills of the target group	2. Participants will elaborate their own business model and their presentation of the project (pitch deck)	10	
Financial development of the target group	3. Assessment of the investment readiness of projects Matching between projects and funding opportunities Meeting between projects and public/private stakeholders (including banks)	9 Assessment of the investment readiness of projects Matching between projects and funding opportunities: DONE, a strategy for the identification and approach of a set of key relevant stakeholders for each pilot participant was elaborated in PHASE2 of the programme. Meeting between projects and public/private stakeholders (including banks): DONE, 18 meetings took place. A report is available.	
Involvement of local business support structures, financial	4. We hope that investors and funding organisations may be willing to ensure	DONE: After the 18 one-to-one meetings that took place, further contacts are now still ongoing between every pilot participant and the most relevant stakeholders in order to envisage possible forms of support in response to the projects' needs.	

institutions and local authorities into the implementation	further support or funding to the most promising incubated businesses, in complementarity with (or after the end of) the Delfin pilot programme.		
Exchange of experiences (pilot visit)	5. At least 1 visit on place	DONE on 14/12/2020 No visit on place was possible due to covid restrictions but the event was organized online and local testimonials (namely relevant stakeholders involved in the pilot implementation) were involved as speakers.	

3. Lessons learnt

According to the joint concept of regional pilot projects the main goal of the pilots have been to test the tools for social enterprise development collected in the Toolbox for Promotion of Social Entrepreneurship in Rural Regions. The outcomes of the pilot projects are therefore especially important since the next phases of the DelFin project, particularly the capacity building, the strategic and action planning will benefit a lot from these outcomes and should be built on the experiences of the partners and the lessons learnt during the pilot process. Therefore, in the followings we summarize what kind of challenges the Italian tandem have been facing with, what kind of lessons they learnt during the pilot implementation and what kind of success factors they have identified in case of applying social business development tools. Finally, we summarize what kind of recommendations have been formulated by the tandem partners for regional public authorities and financial institutions regarding the successful adaptation and application of business development tools and support schemes for social enterprises among rural circumstances.

3.1. Description of challenges

The tandem partners defined challenges regarding testing the tools and implementing the pilot in general based on their experiences they gained during the implementation of the regional pilot project. Besides identifying the challenges they categorized these problems and obstacles and described what kind of solutions they found for the challenges if they found any at all.

Challenge	Category	Solution found (if any)
Challenges regarding testing the tools		
Implementing the widespread incubation program along three territories due to the COVID situation	BSS – Kulturanse	Intensify 1to1 meeting, and when possible mentors went to visit their projects at their place
The tools was created to assess advanced start-ups	Evaluation – investment readiness	The tool was adapted, by modifying the indicators
Financial support in phase 1: finance often is not the primary need. Other needs are related to: experts' consultancy, marketing strategy, etc.	Pilot concept	An in-depth analysis on need was conducted between Phase I and Phase 2 in order to correctly target subsequent actions. As a consequence, beyond meetings with potential founders, targeted institutional meetings with other relevant stakeholders were also organised in PHASE 2 of the programme
Challenges regarding implementing the pilot		
Infrastructure in inner areas was not	logistics	Ad hoc assistance and flexibility from the provider to involve and facilitate every participants.

ready to support remote class		
Covid + local flood emergencies: difficulty in conciliating the commitment in the pilot with the daily commitments to face the emergency	Commitment/personal	Flexibility, adaptation and re-scheduling based on the participants availability. Multimedia offered a concrete solution (skype, registered lessons, YouTube). Very positive experience which allowed the participation also from very remote areas. Reduce remoteness.
All the participants have already a job: Difficulty in conciliation between working life and training programme	Commitment/personal	Calendar agreed in advance,. Fixed day and timing. Mentorship after 6pm (flexibility).
Raise awareness on economic and financial sustainability	Cultural/entrepreneurial mindset	Boost on that topics during mentoring session

3.2. Description of Lessons learnt and success factors

As it had been mentioned in the introduction, Italian partners also described what lessons they learnt / success factors they identified regarding the applicability/transferability of the tools tested and the implementation of the pilot project in general

Success factors / Lessons learnt	
1.	**Scouting service** to make applications emerge from marginal areas >> 55 applications were received, beyond expectation.
2.	**Team of Experts** >> Very flexible team of experts, a relationship has been created, a strong and reassuring stable relationship for projects, based on trust and stable support. The role of mentors in some cases was very impactful: with those who were ready there was a big step forward, not just notions. Those who managed to have a non-notional approach had the greatest benefit.
3.	**Continuity** >> two training lessons per month + 1 tutoring and 2 mentoring. Constant contact every week. Continuous commitment that has allowed the most involved and most proposing to grow. They were able to solve many issues at a fast pace, develop a methodological approach dictated by deadlines..
4.	**Methodology** >> Methods and tools learned in innovative lessons have been useful for the pilot participants to develop a new illuminating approach, and to acquire new methodologies for thinking about solutions. Ex. the Roadmap approach was for them a new methodological approach.
5.	**Motivation** >> the level of motivation was the discriminating factor in the selection and is in fact what made it possible to complete the path successfully.

6.	**Customisation of the programme** >> Make sure you have the time to define the program in detail only after knowing the projects, in order to better customize it. In this way, more targeted technical / specialist insights could be offered.
7.	**Focus on entrepreneurial forms** >> Devote all the time necessary to deepen the knowledge of the many possible entrepreneurial forms, as this is a topic that opens many doubts and has many implications
8.	**The categories and methods of work that apply to traditional businesses cannot be applied.** In this case, instead, we are dealing with projects that sometimes have a weak entrepreneurial vision and in some cases have a rather philanthropic approach. Perhaps we should have better defined in the pilot concept the distinction between entrepreneurship and non-entrepreneurship and establish within what limits to develop the pilot program. Thus, for example, it turned out that the financial readiness approach is not suitable with respect to the level of maturity of the participating projects.
9.	**Selection process** >> Sometimes the weakness of projects lies precisely in the very challenging ideas they propose. For these characteristics it was not always immediate to find a match between what the participants were looking for and what we were offering in the pilot program. If the content is predefined, the selection of participants must be weighted differently. For this it would have been useful to conduct a selection process that also included direct contacts and not just the reading of an application, to better understand the real characteristics of the projects.
Success factors/lessons learnt regarding the applicability and transferability of the tools tested	
1.	All the tools were adapted to the local context
2.	Some tool needs an ecosystem to be applied
3.	
4.	
5.	
Success factors/lessons learnt regarding the implementation of the pilot project in general	
1.	When a pilot participant meets high-level stakeholders (potential supporters), having an official endorsement from a recognized institution (e.g. FINPIEMONTE in this case) can facilitate the dialogue and the willingness to contribute to find solutions. Furthermore, making reference to the fact of having participated to an incubation program with accounted training providers (such as SAA from the university of Torino) increase the trust and perception of reliability of the SE.
2.	
3.	
4.	

3.3. Description of Recommendations

Finally, the Italian tandem summarized and described the recommendations they formulated based on their experiences (challenges, solutions, lessons learnt, success factors) for regional stakeholders (financial institutions and local authorities/municipalities) regarding the development of rural social enterprise ecosystems!

Recommendations for funding/financial institutions	
1.	Avoid to apply categories that come from the traditional enterprises
2.	Consider this kind of potential SEs as a systemic and multi stakeholder projects
3.	Sometimes finance is not the priority need and the pilot participants may need further preparation on other aspect before being ready to meet potential funders
4.	Involve the territorial stakeholders and potential financers from the very beginning
Recommendations for local authorities/municipalities	
1.	Create a common understanding between PA and SE
2.	Create a long term strategy for territories that take into account local impact that SEs can bring
3.	Frame, orient and focus new business ideas with respect to territorial development strategies and policies, to which they must be functional right from the phases of visioning of entrepreneurial ideas
4.	Launch contests to give birth to entrepreneurial ideas as a response to already shared needs and with respect to which the various actors - including nascent companies - already find coordination and integration
5.	Create and animate local networks and long networks from the start

According to the preliminary plans of the following work packages and activities in the DelFin project the capacity building activities for regional authorities and financial institutions will be based on these recommendations, experiences and lessons learnt by the partners on the adaptation of social business development tools and schemes for supporting the establishment and development of an effective social enterprise ecosystem in rural regions.