



WP.T1_CONTEXT ANALYSIS

A.T1.1_RESEARCH ACTIVITIES

D.T1.1.2_Report on WISEs Technological and
Skills Shortages in the Sector relevant for the
project
SASS

Version 2
28.02.2018

draft by:	Dr. Tea Golob, SASS	date:	31.1.2017	version n° 1
comments by:	Stefania Folli, Mauro Gigli	date:	28.02.2018	version n° 2
FINAL VERSION				
approved by:	Dr. Tea Golob, SASS (WP.T1 leader)	date:	30.3.2018	



SUMMARY:

1. INTRODUCTION	4
2. SLOVENIA.....	5
2.1. legal framework.....	5
2.2. SKILLS AND COMPETENCES OF VULNERABLE GROUPS.....	6
2.3. Leadership and Management	7
2.4. Marketing.....	8
2.5. Product and Services.....	9
3. CROATIA.....	11
3.1. Legal framework	11
3.2. Skills and Competences of Vulnerable Groups	11
3.3. Leadership and Management	12
3.4. Marketing.....	13
3.5. Product and Services.....	13
4. ITALY.....	14
4.1. Legal Framework.....	14
4.2. Lombardy Region	15
4.2.1. Skills and Competences for Vulnerable Groups	15
4.2.2. Management and Leadership.....	15
4.2.3. Marketing	17
4.2.4. Product and Services	17
4.3. Trentino Alto Adige Region	19
4.3.1. Skills and Competences of Vulnerable Groups.....	19
4.3.2. Leadership and Management.....	19
4.3.3. Marketing	20
4.3.4. Product and Services	21
5. POLAND.....	22
5.1. Legal Framework.....	22
5.2. Skills and Competences of Vulnerable Groups	22
5.3. Leadership and Management	23
5.4. Marketing.....	23
5.5. Product and Services.....	24
6. CONCLUSIONS	25
6.1. Legal Framework.....	25
6.2. Skills and Competences of Vulnerable Groups	25
6.3. Managment and Leadership.....	25
6.4. Marketing and ICT Support.....	26
6.5. Production and ICT Technological Support	26



TABLE OF FIGURES

Figure 1: The Main Shortages - Slovenia	5
Figure 2: Competences and Skills of Vulnerable Groups - Slovenia	6
Figure 3: Managerial and Leadership ICT Support Systems and Tools: Slovenia	7
Figure 4: Marketing ICT Support Systems and Tools - Slovenia.....	8
Figure 5: Production and Services ICT Support Tools - Slovenia	9
Figure 6 Skills and Competences of Vulnerable Groups	12
Figure 7: Availability and Need for Management Related ICT - Croatia	12
Figure 8: Availability of and Need for Marketing Related ICT - Croatia.....	13
Figure 9: Availability of and Need for Product and Service Related ICT - Croatia.....	13
Figure 10: Development of Competences of Vulnerable Groups - Lombardy	15
Figure 11: Managerial and Leadership ICT Support Systems and Tools - Lombardy.....	16
Figure 12: Marketing ICT Support Systems and Tools - Lombardy	17
Figure 13: Product and Service ICT Support Systems or Tools available	18
Figure 14: Availability and shortages regarding technological tools - Lombardy	18
Figure 15: Relevance of Competences for Vulnerable Groups - Trentino Alto Adige	19
Figure 16: ICT Tools Used to Support Leadership and Management - Trentino Alto Adige	20
Figure 17: ICT Tools Used to Support Marketing - Trentino Alto Adige	21
Figure 18: ICT Tools to Support Product and Services - Trentino Alto Adige.....	21
Figure 19 Skills and Competences of Vulnerable Groups.....	22
Figure 20 Needs and availability of leadership and managerial ICT support systems or tools	23
Figure 21 Needs and availability of marketing ICT support systems or tools	24
Figure 22 Needs and availability of product and service ICT support systems or tools	24



1. INTRODUCTION

The purpose of this document is to underline the state of the art of WISEs technological skill shortages (as well as management models and practices) in the project sectors. Results shown are based on the regional in-depth studies conducted in Slovenia, Croatia, Italy (Lombardy and Trentino Alto Adige) and Poland.

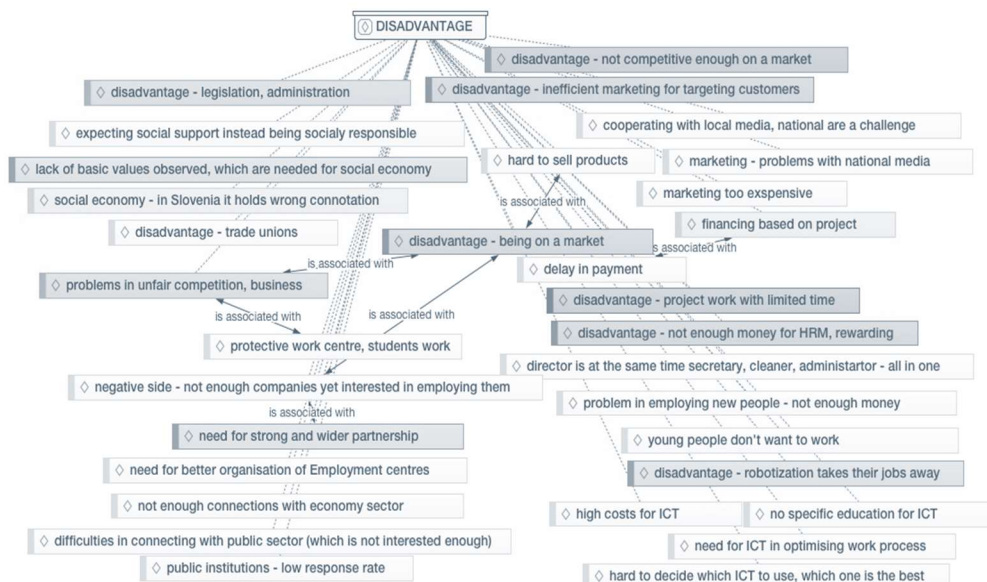
In the following pages, you can read about shortages in the following fields:

- Legal framework;
- Skills and competences of vulnerable groups;
- Leadership and management;
- Marketing;
- Production and services.

This document will be used in WPT2 to shape the WISE technological and knowledge general framework.

2. SLOVENIA

Figure 1: The Main Shortages - Slovenia



This figure refers to specific problems and obstacles hindering successful performance of WISEs. The category group is mainly based on respondents' statements and assessments of factors hindering the growth and development of particular WISEs. It shows certain aspects of:

- Policy and legislation;
- Public support;
- Networks and mutual support mechanisms;
- Lack of investments;
- Specific value orientation and predominant public discourses.

2.1. Legal Framework

Legal framework in Slovenia may represent an obstacle for WISEs development.

The law of social entrepreneurship in 2011 represented the basis for strategy of social entrepreneurship in Slovenia, prepared by the Ministry of Economic Development and Technology. The Ministry is also the government regulatory and monitoring body of social entrepreneurship field in Slovenia that also prepared the list of actions necessary to support and implement the strategy. While these initiatives may represent a step forward to a better organisation and more favourable environment for social enterprises and WISEs specifically, the legislation is an administrative obstacle.

Another obstacle can be found in supporting improper business practices and thus contributing to the maintenance of a certain value orientations hindering entrepreneurial spirit.

Another important disadvantage is the project work. Many companies get their financial resources from national and European project calls. Those projects do not offer permanent employment, while they often demand certain financial resources in advance, as financial resources come in delay.

Some of the respondents emphasized that their companies have many connections with partners. Nevertheless, they do not benefit from those connections because they are only on a formal level. All

informants express a need for a stronger and wider partnership, as it is a social capital that can help to reduce certain obstacles in the WISEs sector. In Slovenia, WISEs still mostly depend on public calls and subsidies. Income from market activities remains relatively low. Respondents emphasized difficulties in connecting not only with the business sector, but also with the public one. The need for stronger and more active partnership is also associated with marketing activities. Majority of WISEs assess only local markets, rarely operate on a national and even more rarely on a transnational level. Not all the respondents see marketing as important in their business performances, however, those who claim marketing is important are complaining against high prices for such strategies.

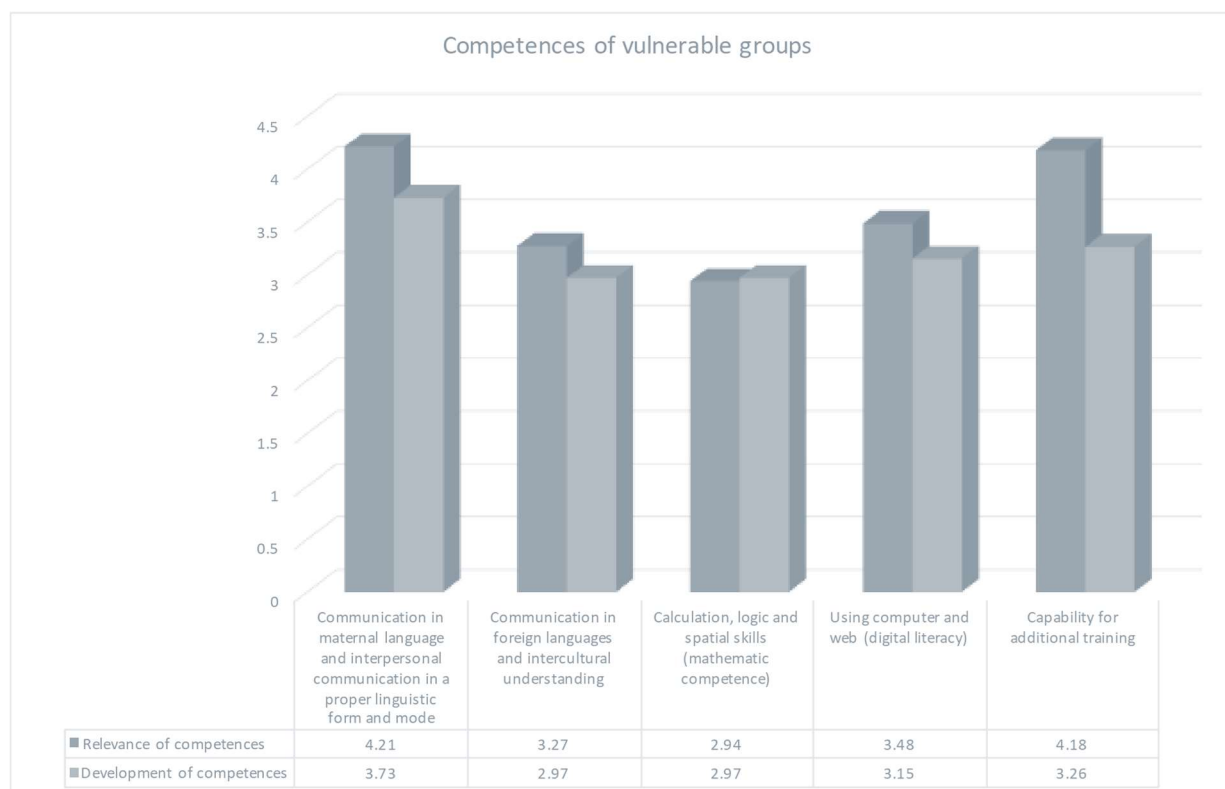
2.2. Skills and Competences of Vulnerable Groups

Respondents emphasized that they do not have enough employees, which can be due to the lack of financial resources, or because, there is not proper labour force available. Either, the work demands special competences and skills, which they cannot find on the labour market.

WISEs representatives, mainly from the management, have identified the shortages of competences of the vulnerable groups while comparing the relevance and the achieved levels of development of the specified competences.

However, with the exception of mathematical competences, shortcomings can be noticed between the required and the developed competences. They are compared in Figure 2. Clearly, the most significant shortcomings can be found regarding the capability for additional training, since the average level of development of this competence is only evaluated as 3.26. Relevant shortcomings can also be found when we compare the levels of achieved competences for communication in maternal language (3.73), digital literacy (3.15) and communication in foreign languages/intercultural communication (2.97) with their respective evaluations of relevance. Encouraging additional training is clearly a crucial issue, while other competence gaps are also too significant to be ignored.

Figure 2: Competences and Skills of Vulnerable Groups - Slovenia



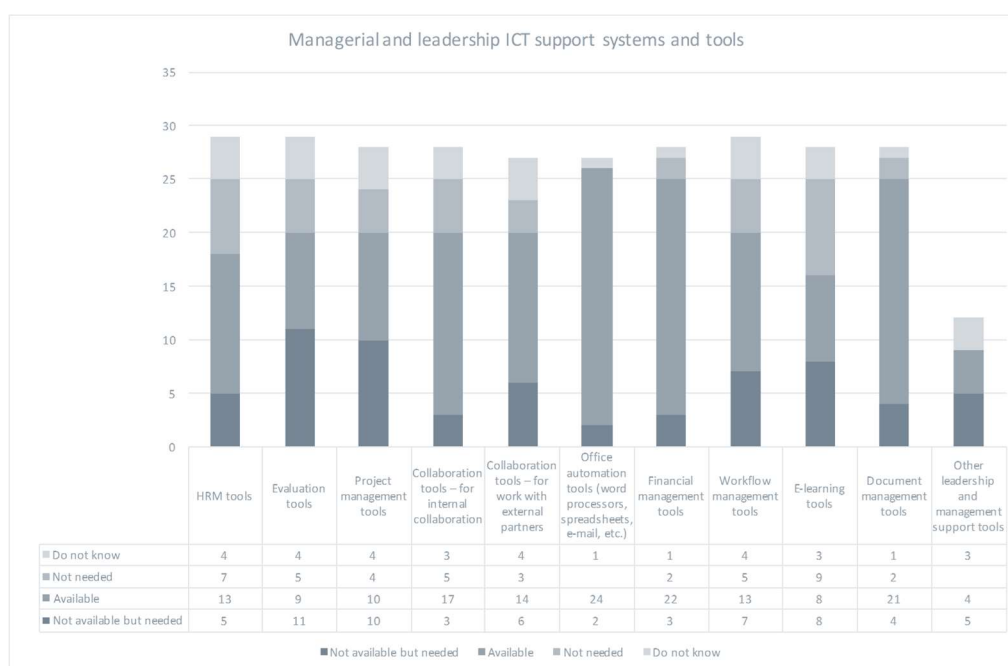
2.3. Leadership and Management

There is a strong need for special trainings and education for WISEs: available ICT tools, how to reach and how to use them. According to surveys, the most commonly present ICT tools and systems to support the leadership and managerial functions are classical Office automation tools (especially Word processors, Spreadsheets and e-mail software), financial management tools, document management tools and internal collaboration tools.

The most frequent shortages can be found regarding evaluation tools, which are recognised as needed but not available by 11 respondents, project management tools (mentioned by 10 respondents), e-learning tools (8 cases), workflow management tools (7 cases), collaboration tools to work with external partners (6 cases). We may also note some need for HRM tools and other leadership and management support tools (both mentioned by 5 respondents). Among the latter, i.e. the other tools, the respondents specified registration of the work time for each person, planning and controlling tools, and ICT for specific services (without a clearer specification).

Results are presented in Figure 3.

Figure 3: Managerial and Leadership ICT Support Systems and Tools: Slovenia



The lack of evaluation tools is mentioned as a shortcoming by WISEs operating in the field of administration and support service activities (3), water, sewerage and waste management (2), information and communication activities (2), culture (1), manufacturing (1), trade (1), transportation and storage (1), accommodation, food services and tourism (1), professional, scientific and technical activities (1), education (1), health and social services (1).

The shortcoming regarding project management tools is mentioned by respondents from the sectors of administration and support service activities (4), education (2), water, sewerage and waste management (2), accommodation, food services and tourism (2), trade (1), culture (1), manufacturing (1), transportation and storage (1) and IC activities (1).

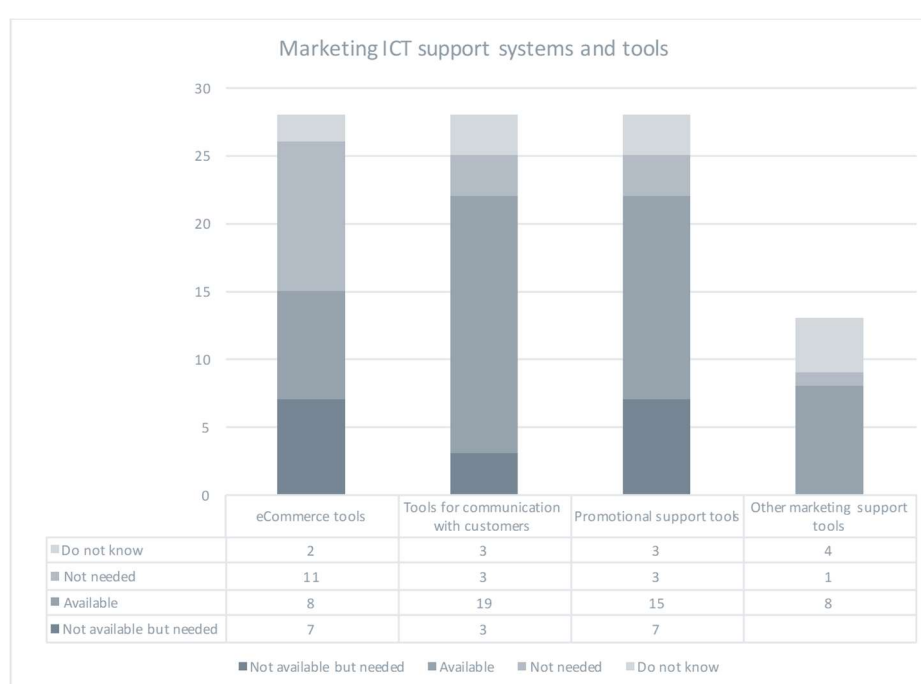
2.4. Marketing

Among the marketing support ICT systems and tools; tools for communication with customers are recognised as the most commonly available (by 19 respondents). Promotional support tools are mentioned quite often as well (15 respondents) as available.

The latter, i.e. **promotional support tools**, are also recognised as unfulfilled need by 7 respondents. An equal number of respondents also mentioned a deficit regarding **e-commerce tools**. These two groups of tools would thus require a special attention in this field. Among other marketing support ICT tools, the respondents mentioned CRM software, as well as Google and Facebook.

The results are presented in Figure 4.

Figure 4: Marketing ICT Support Systems and Tools - Slovenia



The lack of the needed e-commerce tools is mentioned in accommodation, food services and tourism (3), manufacturing (1), professional, scientific and technical activities (1), administrative, and support service activities (1).

The need for promotional support tools is mentioned in the fields of accommodation, food services and tourism (2), health and social services (2), water, sewerage and waste management (1), information and communication activities (1), professional, scientific and technical activities (1), administrative, and support service activities (1).

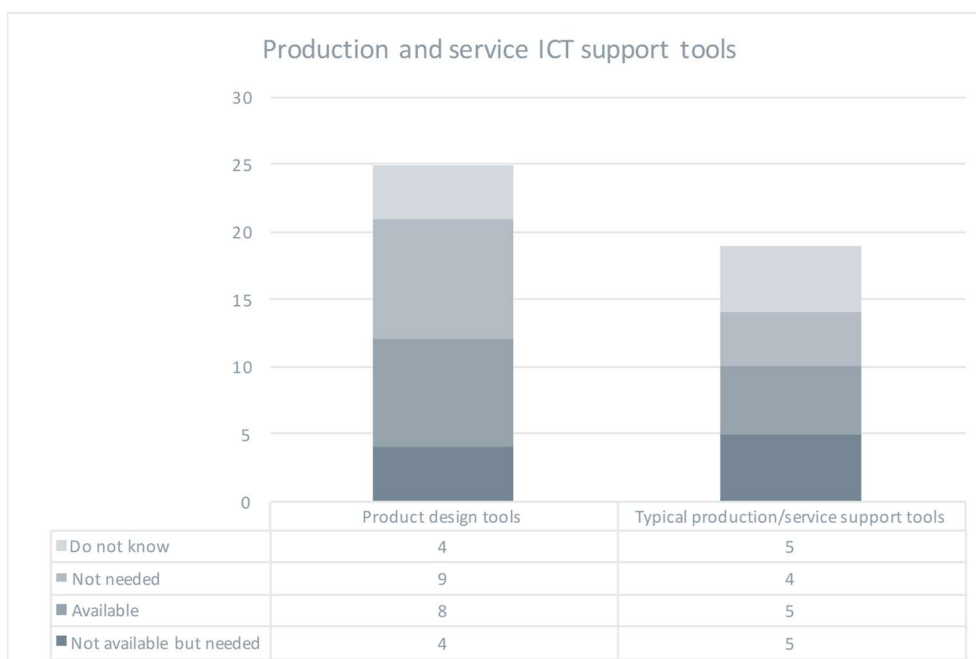
2.5. Product and Services

Product design ICT support tools are either available or irrelevant for most of the WISEs. However, four respondents reported that they do not have these tools but would need them.

Even if 5 respondents reported a lack of typical ICT support tools for their production or service; none of them specified what precisely they would require. The only mentioned available tool for this purpose was AQui, special professional software in the industry and production software.

The results are presented in Figure 5.

Figure 5: Production and Services ICT Support Tools - Slovenia



The lack of the required product design tools is mentioned in the sectors of water, sewerage and waste management (1), information and communication activities (1), administrative and support service activities (1), health and social services (1).

In the interviews, there were different needs for ICT exposed:

- for HRM tools;
- for new tools for logistic;
- for ICT in optimizing work;
- for an application for connecting with the business sector;
- for an application for connecting with the social enterprises within the same sector;
- for an accessible public list of companies obliged to employ (additional) disadvantaged people to fulfil the quota defined by the law;
- for a tool enabling integration of disadvantage people into working process;
- for a portal or application for finding candidates from disadvantages groups with specific knowledge and skills;
- a tool for recording working progress for employees;
- a tool for organizing work process (Excel is not enough).

The main obstacles in implementing ICT into WISEs are:



- ICT is too expensive and many WISEs cannot afford it;
- it is very hard for them to decide, which tool is the best one to use;
- there is a lack of a person for ICT management in WISEs;
- they can use tools such as Google docs, but for some it is difficult to maintain it;
- there is not enough knowledge and awareness of what to use.

Disadvantaged groups need trainings especially in communication and social management skills. A proper preparation for the work also plays the important role in the initial phases of employment, referring not just to working skills but also to the attitudes linked to the working process.

Despite a strong awareness of the important role education has, respondents reported many obstacles in this sense. The first obstacle refers to money, often needed for extra education, especially abroad. As one said: “As there is a lack of financial resources, we attend only trainings prescribed by law”.

Obstacles in education are also linked to a low business culture, meaning that education should contribute to great awareness of benefits of entrepreneurial spirit within WISEs sector.

3. CROATIA

The major external business obstacles are linked to law; funds; culture; medical condition; educational level.

3.1. Legal framework

According to the interviewees, WISEs in Croatia face various legal obstacles: through the disability allowance policy, the State discourages disabled people from working:

- the State does not treat WISEs in a proper way;
- the State has not legally regulated the field of social entrepreneurship;
- Taxes are too high;
- The State could/should have set the (mandatory) quotas for disabled people in companies in a different way some particular laws/rules do not correspond to the needs of WISEs.

Funding

Funding obstacle code refers to two common aspects: the lack of funding sources and lack of funds in general.

Culture

Cultural obstacles seemed to be quite significant in the context of disabled people. The issues were reported starting from their educational period. Furthermore, the most common cultural obstacles fall within the field of prejudices. Namely, disabled people tend to be sceptical towards employers.

Medical condition

Some of the most significant reported obstacles related to medical condition of disabled people are about disabled people working hours and their work efficiency.

Educational Level

The education level related obstacles code refers to the fact that vulnerable people tend to be undereducated.

3.2. Skills and Competences of Vulnerable Groups

The lack of skills was reported in the following fields: sales and marketing in the first place, but also project proposal writing, finances, and organizational skills.

The lack of skills among the managerial teams seemed to be connected to the funding obstacles. Namely, if there was more money at the disposal, they might be able to hire more experts and/or attend more specialised tailor-made training/workshops. Moreover, the lack of skills among managerial staff seemed to be related to the type of training courses/workshops they are interested in.

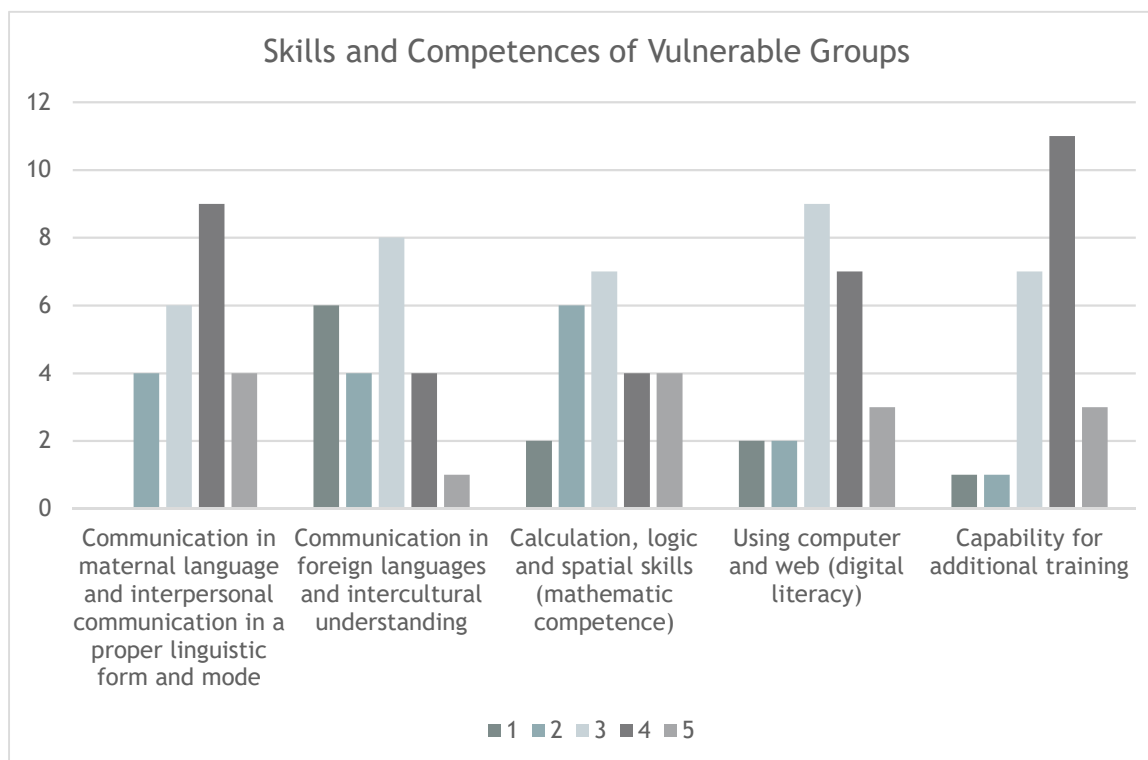
Marketing channels code seemed to be related to the technology code in a way that new technologies (ICT) might open new marketing channels and the presence of new marketing channels might encourage WISEs to use (new) technologies that support them.

Regarding the skills, technical skills of vulnerable group members were found to be good, but for people with mental disabilities. The lack of skills among vulnerable groups was related to the type of training courses/workshops managerial teams were interested in providing for them.

The training courses/workshops code refers to the fact that almost all interviewees reported being involved in organizing some type of training courses/workshops for their employees/beneficiaries/members. The main reported reason for failing to organize trainings was the lack of funding. Generally speaking, the

training courses/workshops were mainly attended in the initial phase of venture creation i.e. in the phase when staff was trained to do the job.

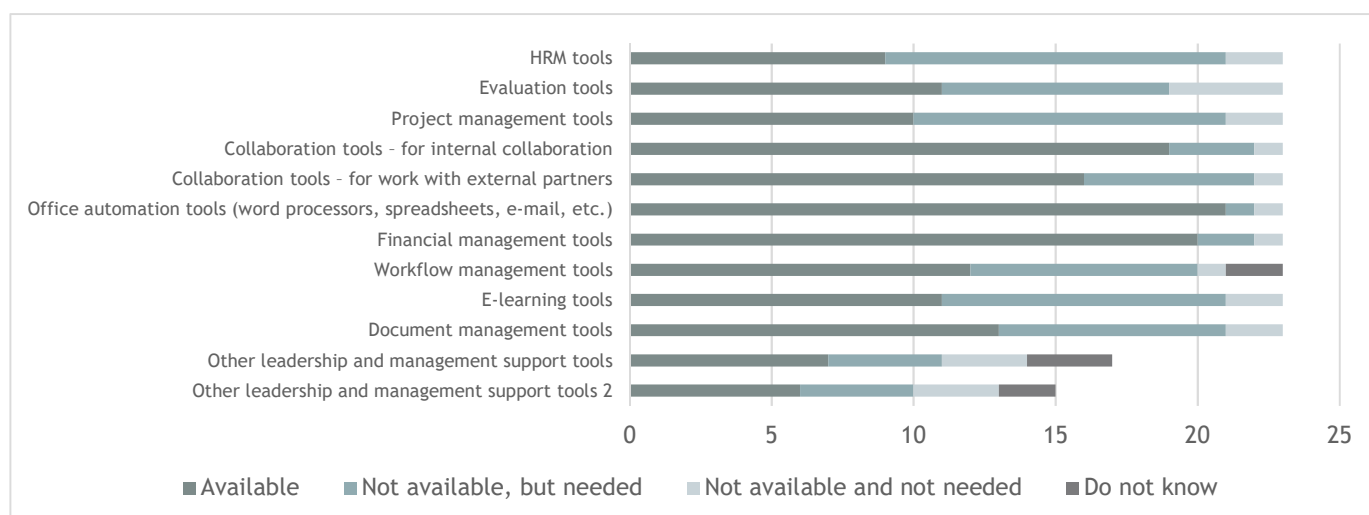
Figure 6 Skills and Competences of Vulnerable Groups



3.3. Leadership and Management

Figure 6 presents the reported availability of management related ICT and the need for it. The most important findings were as follows: the most represented available ICTs were Office automation tools (21 organisations), Financial management tools (20), and tools for internal collaboration (19); **the most represented not available, but needed ICT were HRM (12), Project management (11), and E-learning tools (10)**; and the most represented not available and not needed ICT were Evaluation (4) and Other leadership and management tools (3).

Figure 7: Availability and Need for Management Related ICT - Croatia



3.4. Marketing

Figure 7 presents the reported availability of marketing related ICT and the need for it. The most important findings were as follows: the most represented available ICTs were tools for communication with customers (17 organisations), promotional support tools (15), and Collaboration tools (13); **the most represented not available, but needed ICTs were e-commerce tools (10), collaboration tools (9), and other marketing support tools (8)**; and the most represented not available and not needed ICT was e-Commerce tools (3).

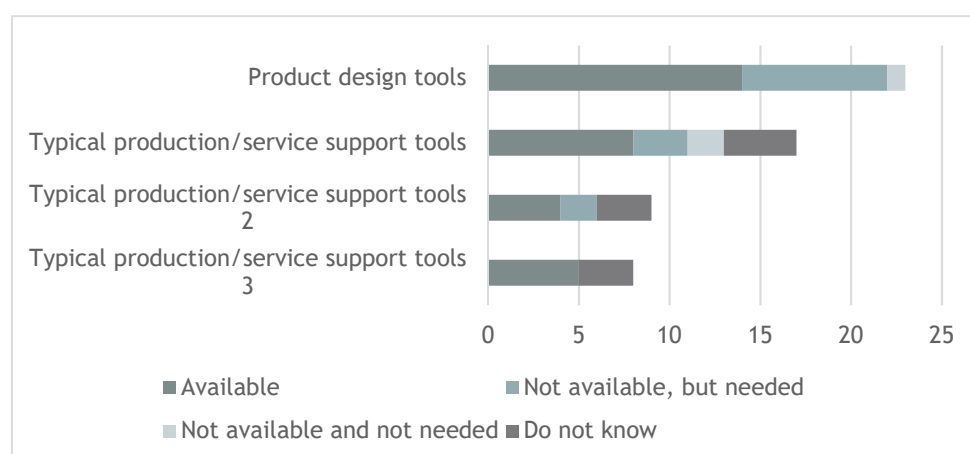
Figure 8: Availability of and Need for Marketing Related ICT - Croatia



3.5. Product and Services

Figure 8 presents the reported availability of service related ICT and the need for it. The most important finding was product design tools being the most represented ICT among those that were reported as “available” (14 organisations) and those “not available, but needed” (8).

Figure 9: Availability of and Need for Product and Service Related ICT - Croatia



4. ITALY

4.1. Legal Framework

Italy has always been characterized by a strong entrepreneurial and cooperative spirit, which resulted in a varied fabric of small, innovative family businesses and a rich ecosystem of civil society organizations. This ecosystem has created different types of social enterprises and other non-profit organisations spread throughout the territory and strongly connected with their local communities.

Italian non-profit sector is characterised by a great variety of organizational types and operates in a quiet complex legal and institutional framework that nonetheless has managed to adapt to and support the evolution and the growth of local NPO sector.

Legal framework where NPOs operate has been redefined and integrated into the Third Sector Code - Legislative Decree 112/2017 - in July 2017. Third Sector Code redefines the Entities of the Third Sector (ETS). To be recognized as ETS (and thus benefit from tax incentive treatment and relations with public bodies), the following requirements are due:

- Legal form: association, foundation, social enterprise;
- Activities of general interest as identified by law;
- Exclusive pursuit of civic, solidarity and social utility;
- Sign up to the RUN (a specific register of ETS).

From a fiscal point of view with the new Code, the guiding tax criterion will not be the nature of the Entity (first represented by the macro category) but the nature of the activity carried out. Within the 49% limit, ETSs may carry out commercial activities (always in the general interest), taxed according to different regimes and coefficients (Main activities will be considered "non-commercial" if the fees received by the bodies do not exceed the costs incurred).

In addition to widening the scope of the social enterprise, the Reform also provides that in the board of directors there are public or for-profit entities (but without delegation for control) and admits returns to investors, decisive elements to bring stakeholders closer to those who traditionally control social enterprises (workers). New spaces and new "baskets" of goods and services of general interest (e.g. regeneration of abandoned goods, enhancement of places and traditions, innovation of services) are opened, creating multidimensional value in different markets and new ways of self-realization. Capitalization tools include equity crowdfunding that will allow social enterprises to approach new categories of lenders even using technology platforms.

4.2. Lombardy Region

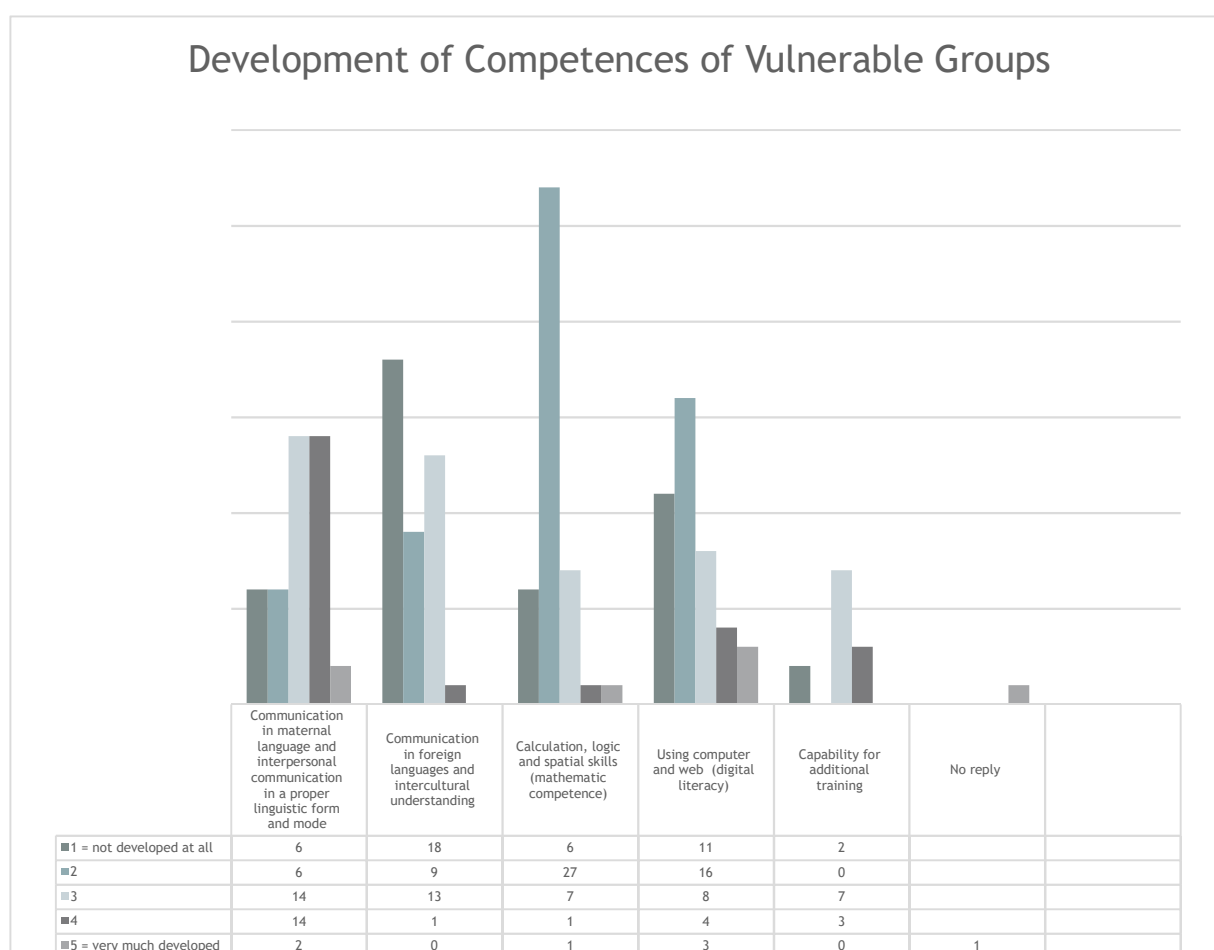
4.2.1. Skills and Competences for Vulnerable Groups

For the disadvantaged workers in Lombardy, communication in maternal language is considered particularly relevant (46.51%). Digital literacy and capability of additional training are also considered as highly relevant.

Disadvantaged workers are all employed in operational roles: communication and soft skill to understand the instructions for work are essential.

Calculation, logic and spatial skills are seen as less relevant (score 2 - 41.8%) and these skills are not to be developed (score 2- 62.7%).

Figure 10: Development of Competences of Vulnerable Groups - Lombardy



When comparing the relevance and the level of development, major deficiency can be observed in the digital literacy, since it is seen as moderately relevant but not particularly developed.

4.2.2. Management and Leadership

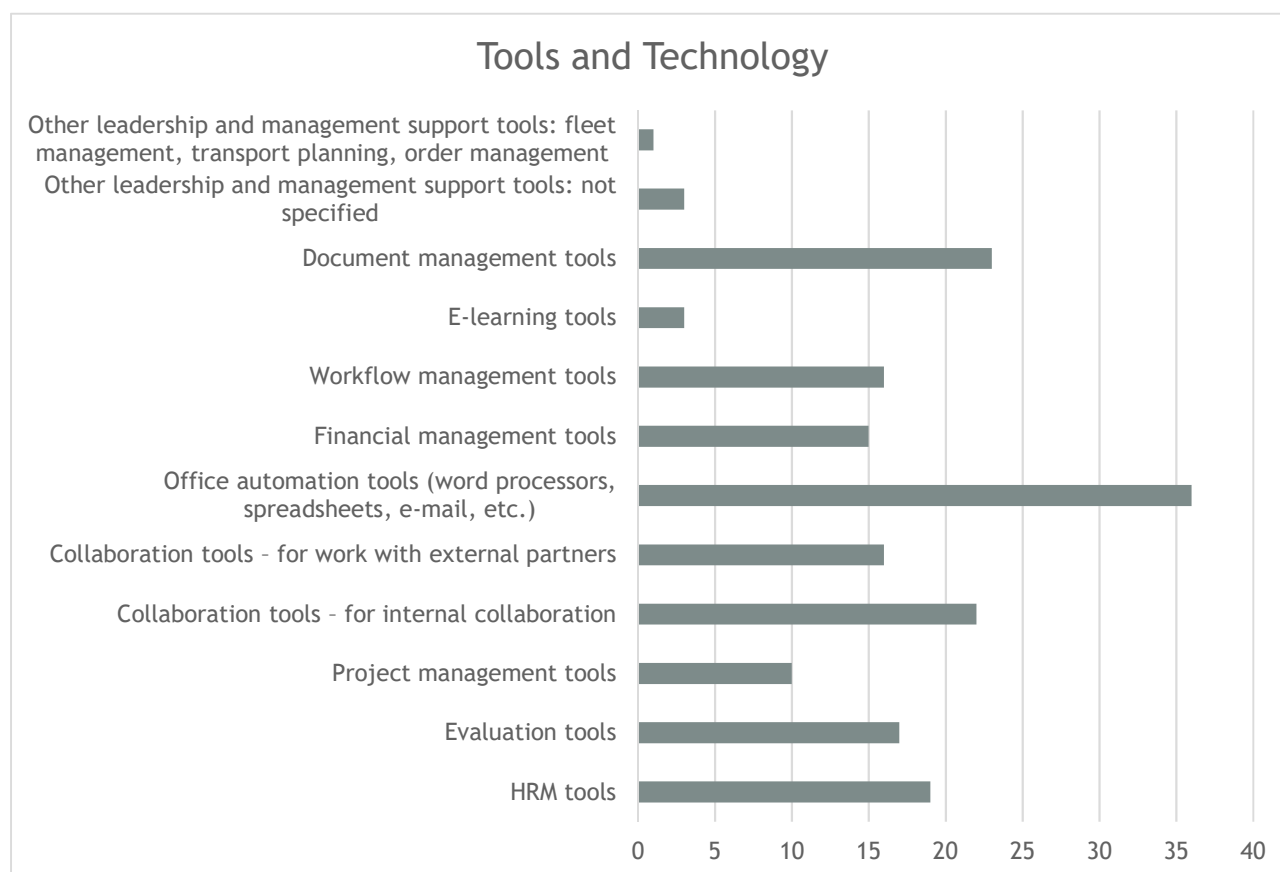
Leadership models emerged from questionnaires and interviews show a rather diversified and articulated picture. In most situations, the development of services / products are not codified in strategic plans, but as a result of three possible "positions" of the decision-making power.

The concentration of responsibility around a single person or a single decision-making body, which in some cases limits the entrepreneurial performance, is identified as a critical element for about half of the interviewees.

WISEs in Lombardy have at disposal a sufficient number of tools and technologies to be used in their productive sector. They use daily:

- Office automation tools: 94.7%
- Collaboration tools for internal use: 57.8%
- Document management tools: 60.5%
- HRM tools: 50%
- Workflow management Tools: 42.1%
- Financial management Tools: 39.4%
- Evaluation tools: 44.7%

Figure 11: Managerial and Leadership ICT Support Systems and Tools - Lombardy



Only a few businesses use e-learning tools (7.8%): surely, it is an opportunity even if it is also a side of a cultural work, because 52.5% of WISEs do not understand the possibilities.

Generally, technologies are judged insufficient to support services and so WISEs highlight the need to invest in this area as interviews show. The equipment is rather inappropriate compared to a necessary modernization that allows the development of services / products to accompany it: often, in fact, human resources already employed within the organisations provide technological support. In the specific

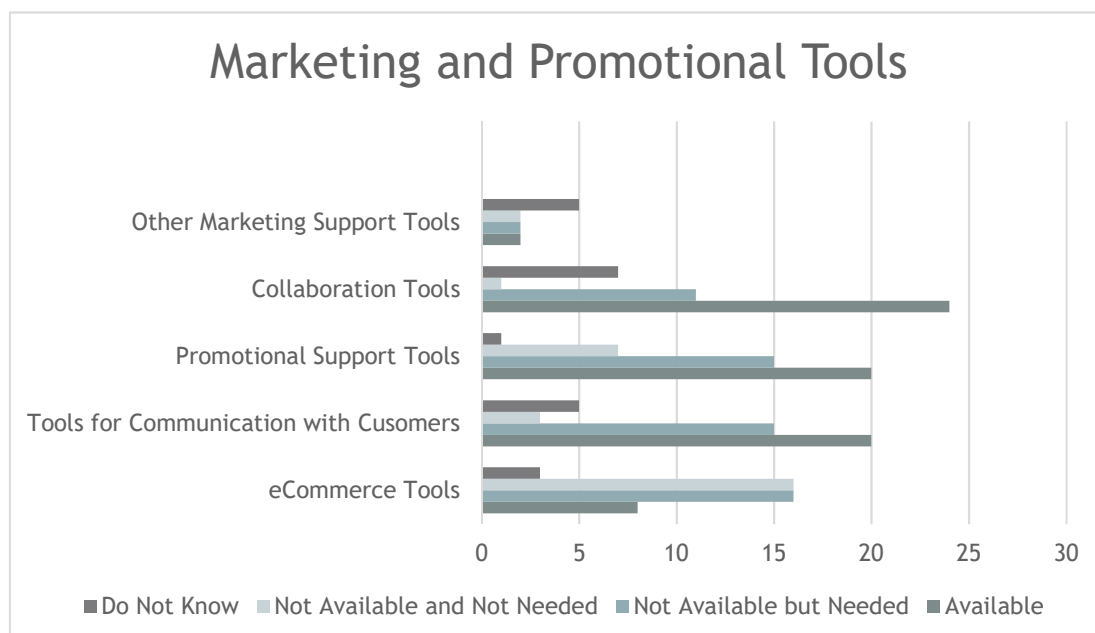
management of services, sometimes even sophisticated “in-house” tailored made tools - e.g. specific apps; geo-references or databases - are often build.

4.2.3. Marketing

Marketing actions to support services are carried out sporadically, without a preventive market analysis nor a subsequent formalized marketing plan. It is stated the need to have partners that can guarantee a more effective and efficient distribution of products and the need to find commercial links with local businesses. Concerning marketing technology and tools, WISEs in Lombardy use ICT platforms in marketing for communication (46.5%), promotion (46.5%) and customer care (55.8%).

Although WISEs in Lombardy have been improving their way of using marketing and promotional tools in the recent years, a lot of job has still to be done in order to be more competitive on the market.

Figure 12: Marketing ICT Support Systems and Tools - Lombardy



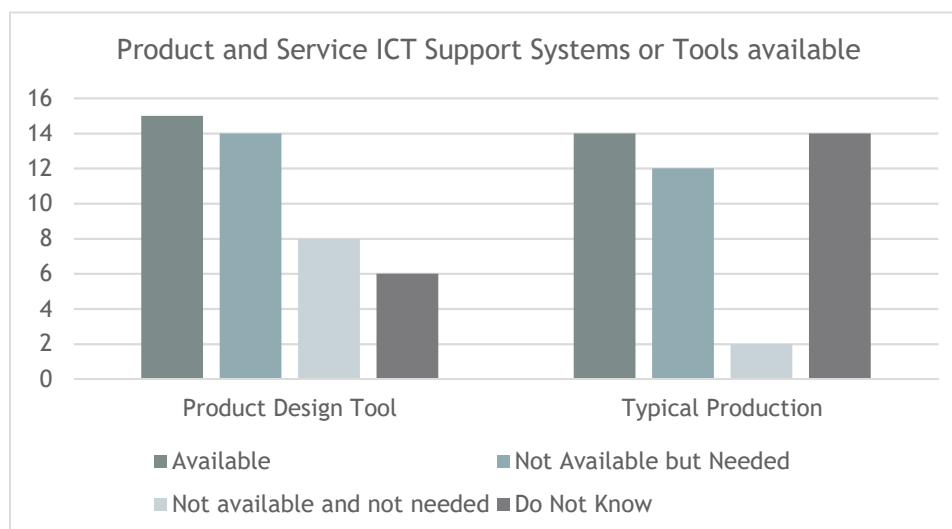
We can deduce how WISEs in Lombardy are particularly focused on customer attention. To solve problems, in fact, the majority of them use a loyalty system.

4.2.4. Product and Services

Lombardy WISEs are engaged in various production sectors with the concentration of interest, over the last 10 years, on productive sectors such as; agriculture (34.2%), agro-food production (36.8%) and food services (26.3%). Even if WISEs in Lombardy are facing new innovative fields of production, traditional fields of interest are still very strong: green management (31.5%), cleaning and waste management (34.2%) as well as other services related to specific sectors such as education (36.8%).

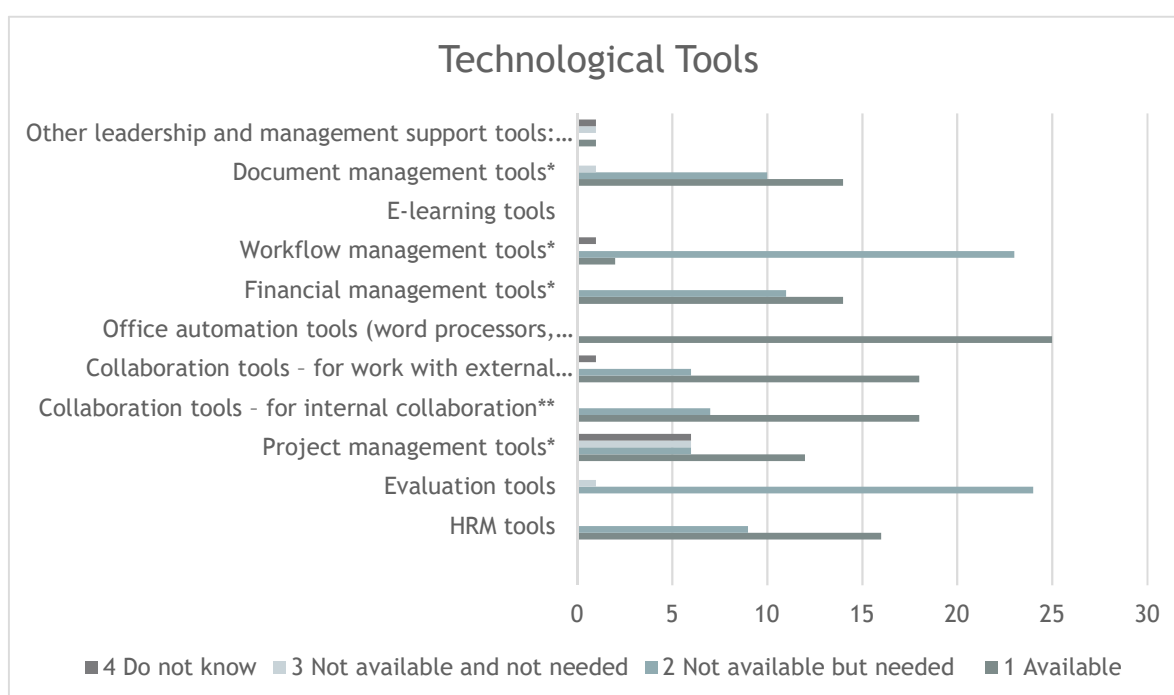
Fig. 12 shows the availability of tools related to product and services. Even if both production design tools and typical production tools are mostly available (respectively 15 and 14), the need of these tools is high (respectively 14 and 12).

Figure 13: Product and Service ICT Support Systems or Tools available



Interviews confirm what emerged from the questionnaires: WISEs do not use ICT platforms and the most used tools are Office and the Internet (through social networks and websites).

Figure 14: Availability and shortages regarding technological tools - Lombardy



The implementation of technology is linked to economic factors but also to the acquisition of skills. We can conclude by saying that Lombardy Region is making a transition towards the use of new technologies, but it is happening very slowly, and it is conditioned by investing possibilities and specialized human resources available.

4.3. Trentino Alto Adige Region

Trentino Alto Adige's research focused a lot on shortcomings in order to understand WISEs needs, to give a qualitative contribution to this project stage and to go ahead with the further activities. First, they revealed a lack of innovation capacity by WISEs, which are still deeply linked to Public Administration funds and they are not ready to invest in new markets. Secondly, there is a huge lack in self-awareness and knowledge of the state of the art of digital tools to support leadership, management and marketing activities.

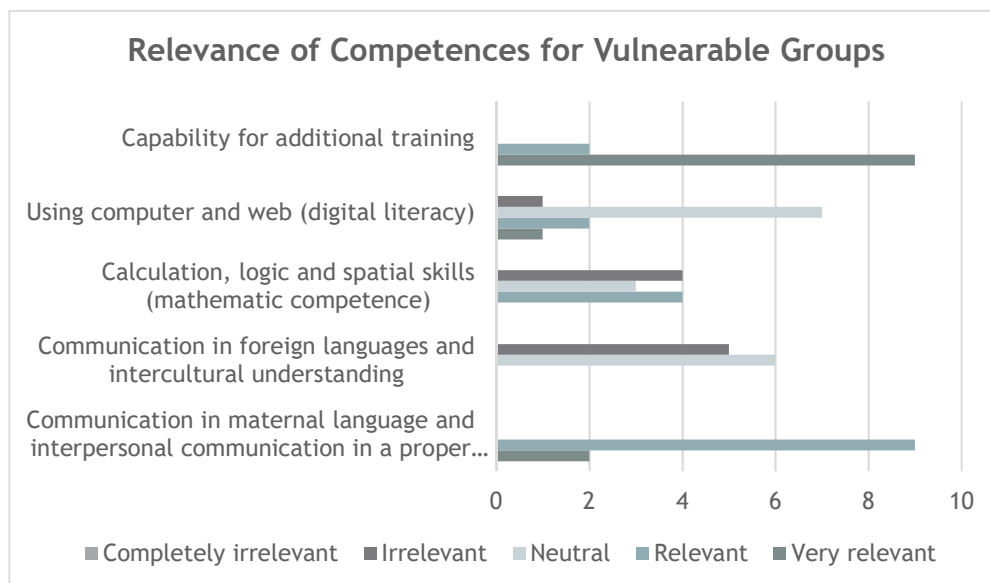
In fact, even if most of the organizations involved (67%) perceived their ICT tools as up to date, data show a different reality. Most of them actually do not have an online presence at all, or they use phone and emails to manage internal and external communication; they do not use workflow management tools nor cloud storage for their data. Comparing this figures with other type of company (innovative start-ups, SMEs or other) we can say that there is a lack of knowledge about the possibilities offered by nowadays technologies.

4.3.1. Skills and Competences of Vulnerable Groups

As reported in figure 14, communication in maternal language and interpersonal communication is the most relevant competence for vulnerable groups. Whereas, digital literacy and mathematical skills are perceived as "neutral".

It seems to be very relevant the capability for additional training (9).

Figure 15: Relevance of Competences for Vulnerable Groups - Trentino Alto Adige



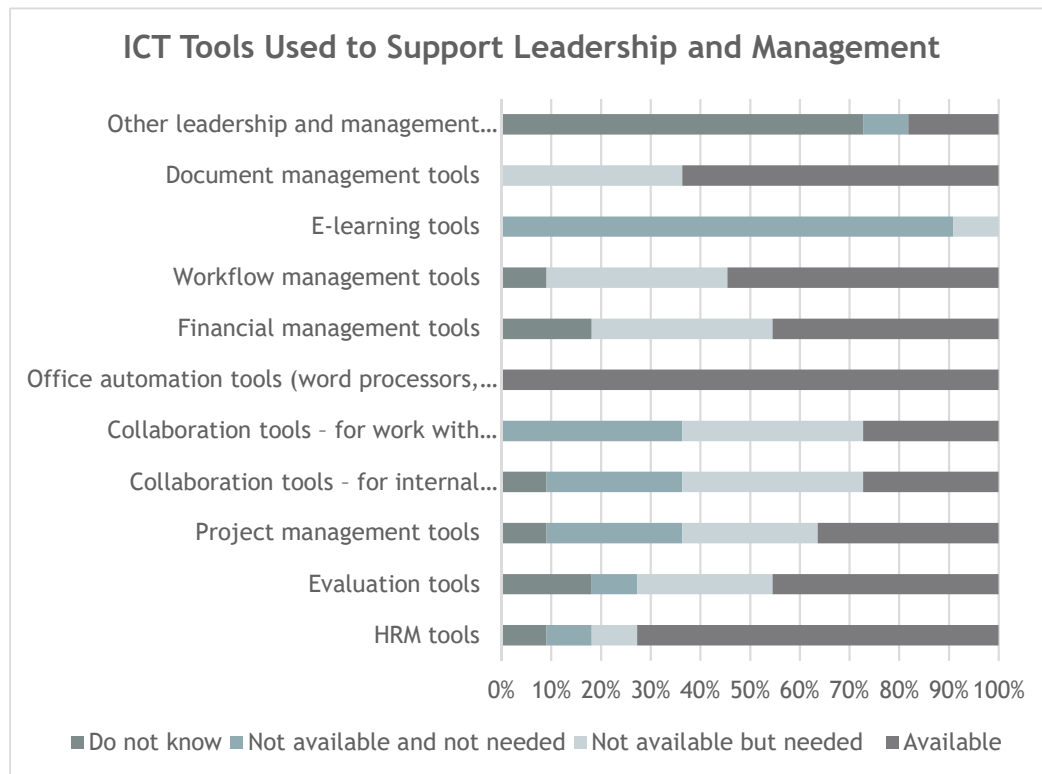
4.3.2. Leadership and Management

Many organisations do not really use many available tools for leadership and management. Human Resource Management tools are not known at all; e-learning tools are not considered useful, while office automation tools such as Office suite is available in all enterprises.

Figure 15 shows data related to tools used to support leadership and management. Office automation are the most available tools (100%) whereas e-learning tools are mostly not available nor needed (91%).

In Trentino Alto Adige, 36% of the interviewees perceive collaboration tools to work both with internal and external partners as a need.

Figure 16: ICT Tools Used to Support Leadership and Management - Trentino Alto Adige



4.3.3. Marketing

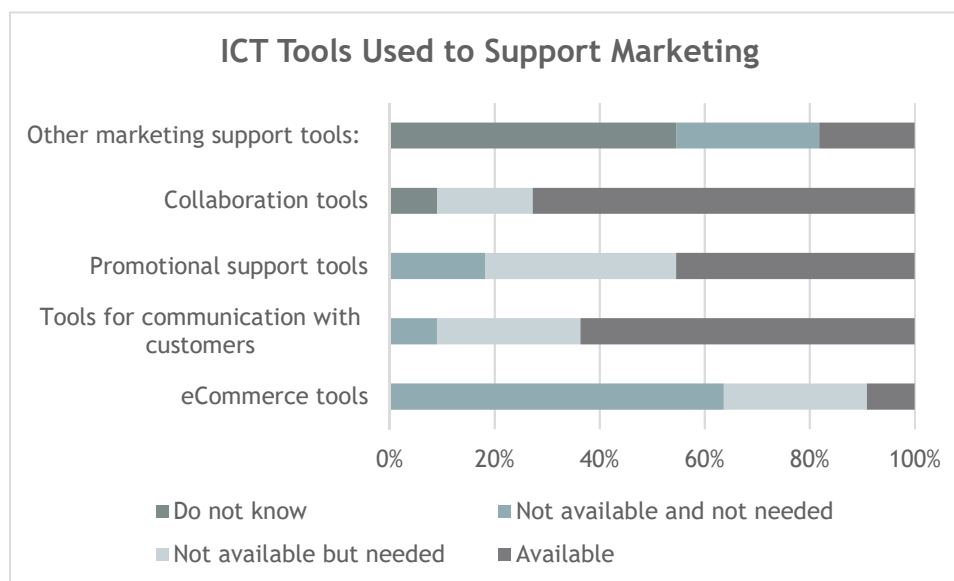
Marketing tools are not very well known. E-mail is the main channel to communicate with customers and their network and e-commerce is completely underdeveloped. One of the greatest shortcomings outlined by surveys, interviews and group discussion regards digital communication (both internal and external), marketing and online presence.

In Trentino Alto Adige Region, in fact, it is very difficult to find WISEs online; they do not have a website or, the online websites are very old; they are not on social media and do not sell their products online. Even if they manage a broad portfolio of clients, they hardly use CRM platforms and if they keep track of calls, meetings and proposals, they do that by manually updating an Excel Sheet. Same goes for team work and work flow tools: emails, pins, phone calls and Whatsapp groups are their main channels (99.9%).

Besides a general lack of knowledge around digital tools, there is a lack of competences and expertise about how to use them.

Figure 16 shows the main tools used by WISEs in this region to support marketing activities. The most available tools are those used for collaboration (73%); whereas the less available and not needed are those for e-commerce (64%). Tools to communicate with customers are widely available (64%); whereas promotional support tools are perceived as needed by many (36%).

Figure 17: ICT Tools Used to Support Marketing - Trentino Alto Adige

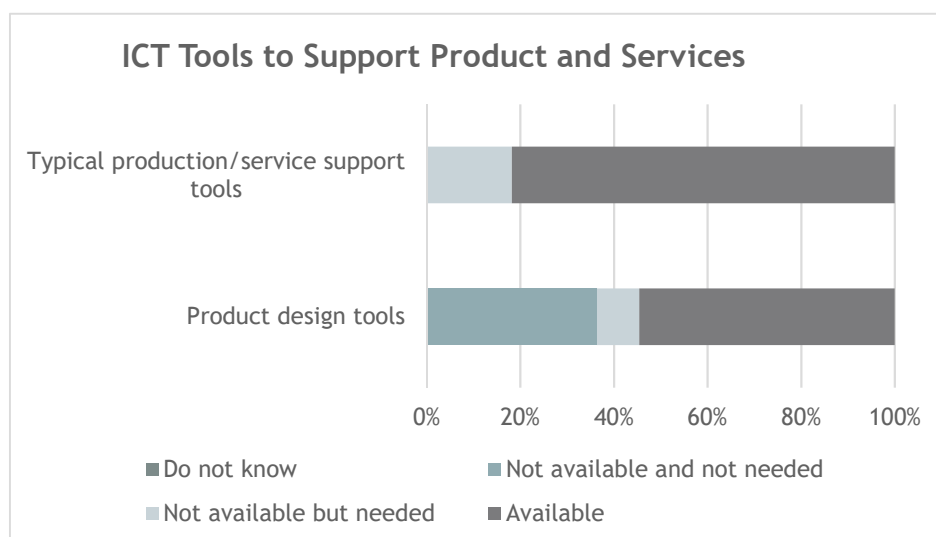


4.3.4. Product and Services

Figure 17 shows the percentage of availability and need of tools to support product and services.

Typical production support services are mostly available (82%), whereas product design tools are available for 55% of the interviewees and perceived not needed by 36% of the interviewees. Only 9% of them sees product design tools as needed.

Figure 18: ICT Tools to Support Product and Services - Trentino Alto Adige



5. POLAND

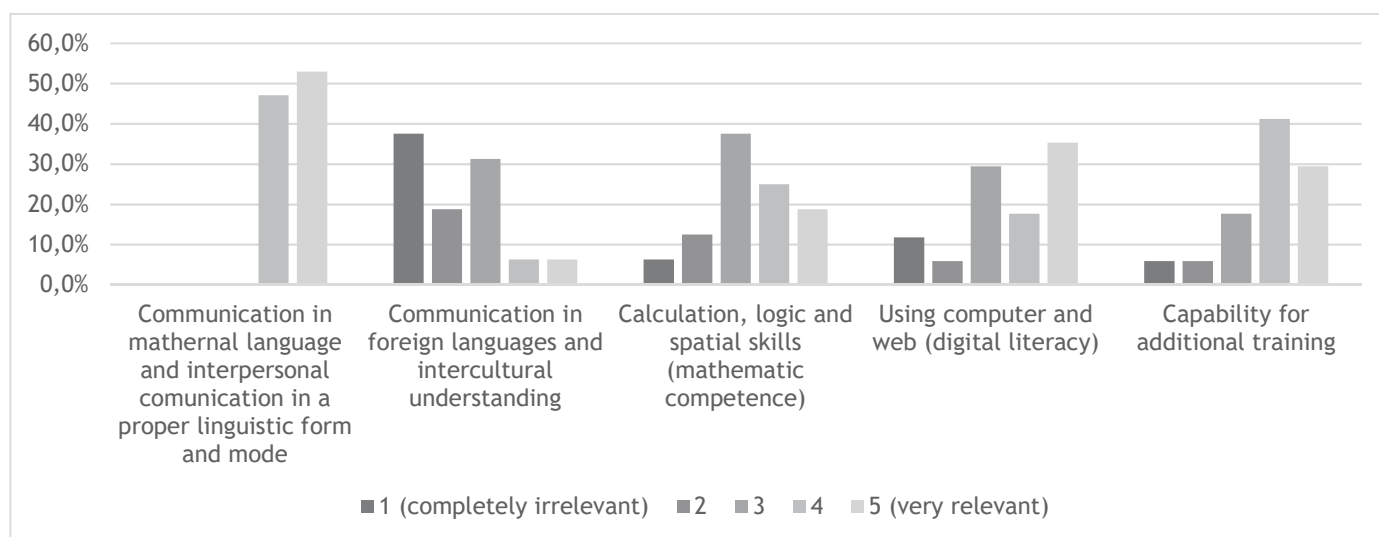
5.1. Legal Framework

Pursuant to the provisions of the Polish law, the type of business operations which the given entity is planning to carry out must be determined at the stage of their creation and registered in the relevant register of business operations. All entities carrying out WISEs' operations are required to register in the National Court Register (Krajowy Rejestr Sadowy - KRS) kept by the Commercial Court. Undertaking the type of operations different from the type listed in the entry in the National Court Register must be preceded by the procedure obligatory in the case of the change in the content of this entry. It is troublesome, time-consuming and involves incurring an extra charge (in the amount equal approx. to EUR 75). In order to avoid such necessity, at the time of the registration, most entities determine a very wide scope of their operations, although in practice it is limited to one or several areas.

5.2. Skills and Competences of Vulnerable Groups

The most important competences for vulnerable groups are communication in maternal language and interpersonal communication in a proper linguistic form and mode. The second most important competence determined by the average rate value is capability for additional training (rate 3.8, but average standard deviation 1.13), followed by using computer and web (digital literacy) (rate 3.6 with average standard deviation 1.37) and calculation, logic and spatial skills (mathematical competence), (rate 3.4 with average standard deviation 1.15). The least important competence is communication in foreign languages and intercultural understanding (rate 2.3 with average standard deviation 1.24). (Fig. 19)

Figure 19 Skills and Competences of Vulnerable Groups

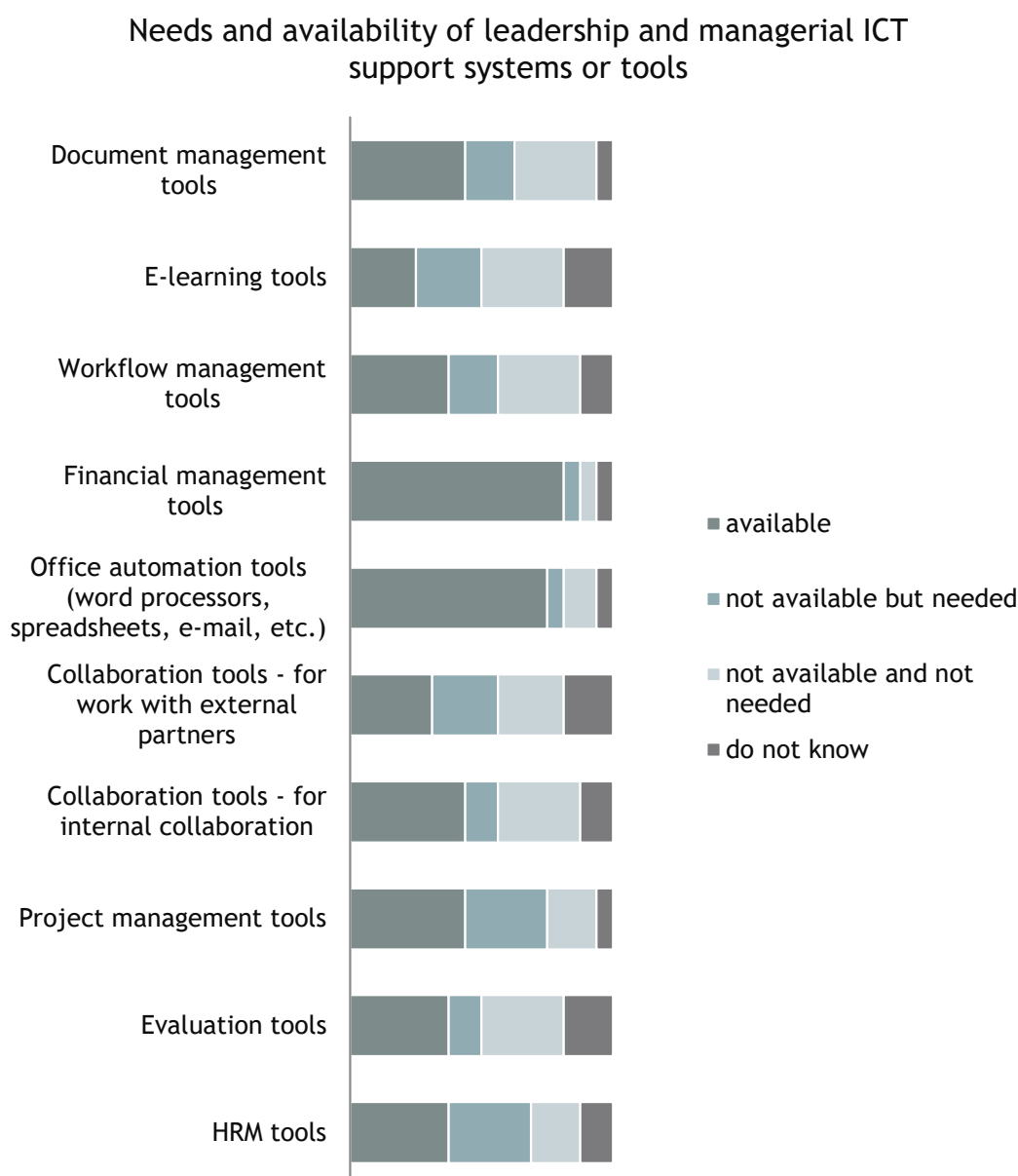


It results from the assessment carried out through the needs concerning competences adjusted to the particular character of operations pursued. As an example: in the WISE carrying out Manufactured foods, competences in the scope of using computer and web (digital literacy) were assessed as “completely irrelevant” (1), and in the WISE operating in the area of Culture and Food services the same competences were assessed as “very relevant” (5). Extreme discrepancies in the assessment concerned the following competences: using computer and web (digital literacy) and communication in foreign languages and intercultural understanding.

5.3. Leadership and Management

It results from survey replies that the needs of the surveyed organisations concerning financial management tools and office automation tools (word processors, spreadsheets, e-mail, etc.) are satisfied to the great extent. A considerable part of organisations has the needs concerning management tools, collaboration tools - for internal collaboration and document management tools satisfied. None of the respondents indicated other systems or tools available in the organisation or necessary in the area of the management and leadership. Results are presented in fig. 20.

Figure 20 Needs and availability of leadership and managerial ICT support systems or tools

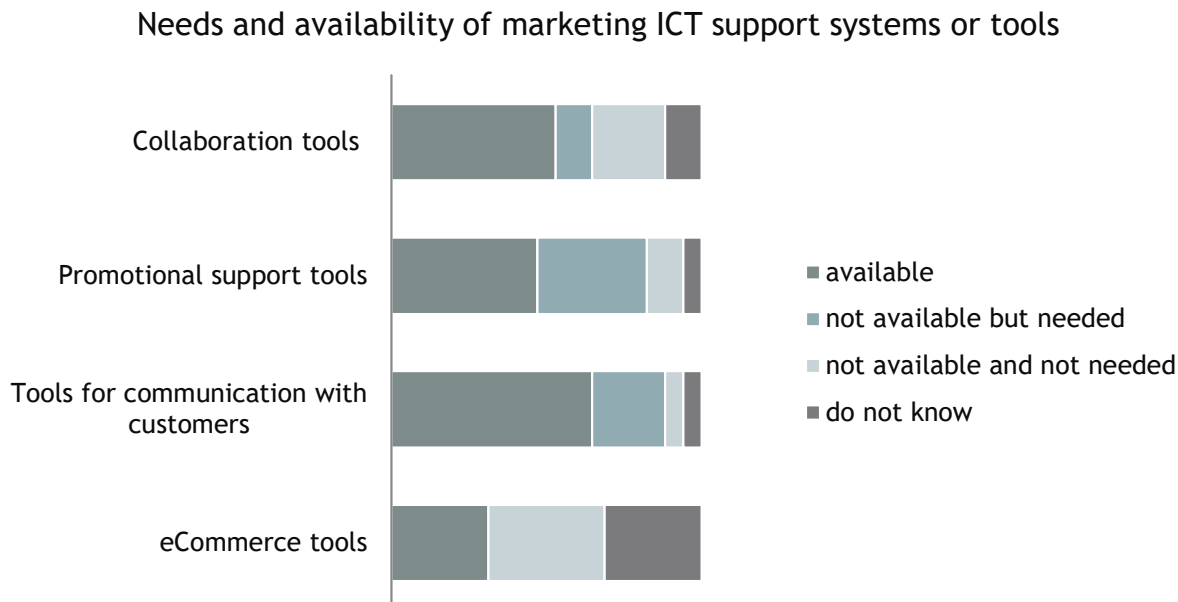


5.4. Marketing

It results from the replies that the surveyed organisations have most needs concerning tools for communication with customers and collaboration tools satisfied. At the same time, their lack was indicated by 23% of the respondents. A considerable part of the respondents (more than 35%) lacks promotional support tools. The great number of “do not know” replies in relation to eCommerce tools probably indicates

the lack of knowledge which tools are available on the market, what functions they have and what benefits they generate in practice. Results are presented in fig. 21.

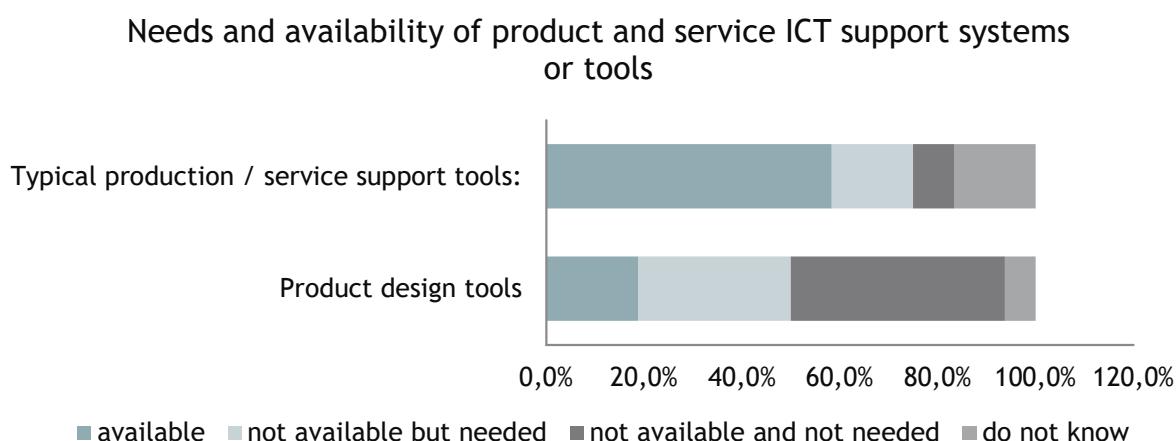
Figure 21 Needs and availability of marketing ICT support systems or tools



5.5. Product and Services

The respondents were asked about the availability of tools for designing products and other systems or tools which they apply or need to support production processes or service performance. There is no information in questionnaires about other specific and necessary systems or tools supporting production processes or service performance, although in almost 17% of the cases the respondents indicated unfulfilled needs in this scope. The results are presented in fig. 22.

Figure 22 Needs and availability of product and service ICT support systems or tools



6. CONCLUSIONS

Results coming from surveys, interviews and stakeholder meetings are heterogeneous with different results.

6.1. Legal Framework

Local legislation has a fundamental influence on organisations and their development possibilities; also with reference to the use of technological tools.

Generally, the interviewed WISEs consider the legislation that accompanies them to be negative and it does not allow the development of a real and concrete process and product innovation: they believe that this remains a limit to the competitiveness of their organisations.

Most of the WISEs hope that a more appropriate law can be promulgated as soon as possible. Instead, in Italy, WISEs system is characterized by a strong entrepreneurial and cooperative spirit, which also results from the new legislation concerning social enterprises. The new law will allow WISEs to be more innovative and competitive.

6.2. Skills and Competences of Vulnerable Groups

WISEs consider communication essential to understand work instructions. Therefore, teaching how to understand the due tasks and how to speak local language are primary needs.

Regarding vulnerable group skills, everyone claims that they have surely to be improved. Another priority, in fact, is to organize a specific training for vulnerable people who work in WISEs' services: in such cases, the teaching of the principles of mathematics and the use of information technology is another fundamental aspect. Many WISEs are working for covering this gap, even using its own resources to make up for these shortcomings. In fact, in the different involved countries, some are supported by Public Administration, while others claim that due to the lack of financial resources, progress is difficult to be implemented.

6.3. Management and Leadership

Results concerning leadership and management are different according to the countries involved in the research process.

Mainly, results show that a strong leadership guides WISEs' choices. Even more, we do not find a strategic plan to guide entrepreneurial choices; they are only strongly conditioned by leaders' decisions.

The five main deficiencies concerning management are:

- HRM tool;
- Evaluation tools;
- E-learning tools;
- Shortcoming regarding project management tools;
- Workflow management tools.

Furthermore, we must note how - especially In Italy - is detected as strong the lack of Office automation tools support.

Generally, technology supporting management is considered insufficient and certainly to be implemented. In this context, it is necessary to find economic resources to be used to support this essential progress

6.4. Marketing and ICT Support

Marketing field has become central for WISEs only recently. Today, it has been considered a strategic area for development and, for this reason; marketing choices stand by entrepreneurial choices.

Needed ICT tools concern e-commerce and collaboration to improve customer relations thanks to the support of communication tools. Promotional tools are very important: some WISEs have specifically invested in this area, acquiring specific skills and specialized staff to manage all marketing activities.

WISEs that have undertaken this path claims to have had returns on investment both on economic and reputational point of view.

Generally, the instruments used appear not particularly innovative and often resort to home-made solutions which does not lead to satisfaction.

6.5. Production and ICT Technological Support

WISEs are aware that every area of production needs to be supported by technological tools, even if with different intensity and relevance. However, nowadays, in WISEs, traditional technologies are largely used whereas only a small number of people uses innovative ICT tools.

The most relevant fields where technological support can bring a more significant contribution, and where there is a more relevant need are:

- Optimization of production assets;
- HRM tools;
- Improvement of production processes;
- New Logistics tools.

Regarding production and implementation of technology support, the main obstacles are:

- need of investments WISEs cannot deal with;
- lack of people with specific know-know and skills;
- unawareness of technological tools or of their usefulness;
- lack of widespread skills within the WISEs that allow the daily use of technological tools adopted by the enterprise.

Generally, WISEs say they are willing to invest even if carefully.

In order to accomplish this passage, a generational evolution within the WISEs seems to be fundamental: in some enterprises, this step is already under way and seems to improve the widespread use of technological tools.

To conclude, law that regulates WISEs in the countries involved leads to disparities, above all with regard to investment efforts WISEs would do for ICT tools. On average, there is a widespread awareness that investments in communication, marketing and in general tools to support management are necessary and preparatory to business development.

What it is missing is:

- Identification of the appropriate tools;
- Possibility/capacity of making investments;
- Lack of professional skills within WISEs.



Project development should allow, in particular, to work on the first of the above-mentioned points (Identification of the appropriate tools), providing a place and tools that help filling this gap in.

Relations work, data collected and the synthesis highlighting affinities and differences among WISEs in the different countries, are very precious material for finding solutions and tool to answer WISEs needs and to solve the above written problems.