



WP.T1_ CONTEXT ANALISYS

A.T1.1_RESEARCH ACTIVITIES

D.T1.1.4 Regional Report_Lombardy Region
CGM

Version 2
02 2018

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revision by:	<i>Cristina Collini, FPM</i>	date:	02.03.2018	version n° 2
FINAL VERSION				
approved by:	<i>Tea Golob, SASS (WP.T1 leader)</i>	date:	05.03.2018	



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1. INTRODUCTION

An in-depth context analysis will be carried out on two levels:

A. General context

Context and history framework for social enterprises in Italy, with some date to Regional Register of Lombardy and Trentino Alto Adige

B. Region/Country's specific study

Partners will be engaged in an in-depth study of the WISE sector in each region to analyse:

Specific managerial models and practices used in relevant sectors;

- Products and services;
- Needs answered;
- markets on which WISEs work as well as potential markets they could access; Specific technological shortcomings.

2. METHODOLOGY

Data were obtained through a public opinion survey and interviews (demoscopic investigation).

Survey techniques:

- self-completed questionnaire
- face to face interview
- stakeholder discussion

In the month of September 2017 we participated with partners in the drafting of the questionnaire and interviews, documents that have been incorporated in the Guidelines.

In the month of October 2017 we sent the questionnaires by e-mail to the 140 Wises and Social Enterprises belonging to the CGM group. We are back 43 Questionnaire (30.7%). Among the cooperatives that responded to the survey we selected 25 cooperatives who showed interest in continuing the path.

The appointments were set up at the cooperative headquarters and a CGM employee did the interview, often collecting also high material (social report, brochure, etc...); on one occasion accompanied by a colleague of the FPM with the aim of knowing the reality of social enterprises in anticipation of WP.T2.

The interviews were carried out with people who hold different roles within the organization (president, CEO, Administrative Manager, Technical employee) and lasted about 1,30 hours. The interviews were conducted with conversational mode with the transcription of the most relevant contents for the design purpose.

In February 2018 we organized the stakeholder meeting at Milan (Casa dell'Accoglienza, Via Triulziana 48, San Donato Milanese) with the participation of:

- Representatives of Wises
- Experts dealing with Wises
- Interest group (Consortia)

Agenda included:

- 1) Slides with project presentation and results of questionnaires/interviews



- 2) The technological needs and tools currently adopted
- 3) Comparison between SME and Wises: contact point

3. FORMAL LEGAL BASIS

Wises, in Italian law, are social enterprises in particular social cooperatives type B (see the description above).

Italy has been historically characterised by a strong ability in terms of self-organisation of citizens and civil society. This has created, throughout the years, a peculiar richness of social enterprises (in terms of numbers but also types and quality). Therefore, Italy has traditionally enjoyed the presence of a rich social fabric made up of non-profit organisations widely disseminated in all its territories.

According to EURICSE data, at the end of 2013 active non-profit organisations in Italy amounted to 308.110. Also very important is the contribution of the sector in terms of human resources: 4,8 million volunteers, 691.000 employees, 271.000 external workers and 5.000 temporary workers. Within the Italian productive fabric, the non-profit sector represents 6,6% of the active economic units and 3,8% of employees. As far as the specific economic activities are concerned, it is important to notice that, the non-profit sector represents the key productive entity within the social assistance area (with 361 non-profit entities every 100 enterprises) and the cultural, sports and entertainment areas (with 239 non-profit entities every 100 enterprises).

As it has happened in other EU countries, during the last 30 years, the Italian non-profit sector has developed a strong entrepreneurial character and has significantly increased its employment capacity. However, the Italian case has been characterised by the development of a plurality of models so that “social enterprise” in Italy is a very fluid concept which is in continuous evolution and which encompasses a number of organisational and legal forms. At the end of 2016 the Italian government approved a reform of the third sector which also includes social enterprises and in July 2017, the Third Sector Code (Legislative Decree 112/2017) was issued; It redefines the Entities of the Third Sector (ETS) (see above).

It is interesting to notice that, in Italy, the potential of social enterprises is still very significant: beyond the definitions given by the relevant legislation there are around 88.000 enterprises (profit and mutualistic) that work within the social area in the country (2015 data from IRIS Network).

The institutional framework has managed to adapt to and support the evolution and the growth of the social enterprises sector in Italy for example through the Law n. 328 of 8 November 2000 “Framework law for the implementation of the integrated system of social interventions and services”. This is a key law which has favoured the implementation of the subsidiarity principle (both horizontal and vertical) and the promotion of actions for the support and qualification of non-profit organisations and social enterprises.

In this context, a very important role has been played by the Constitutional modification of 2001 which has revised the competences of State bodies and public authorities and has changed the distribution of competences and powers. In particular, the Constitutional changes have introduced the principle of vertical subsidiarity (attributing to the Regions and the local authorities’ specific competences within the social policy area) and of horizontal subsidiarity (promoting the involvement of civil society organisations in the programming and management of services).

3.1 Social Cooperation and Social Entrepreneurship in Italy

Following the emergence, during the 70s, and then the strong development in the 90s of numerous social cooperatives, the Italian Legislator passed a specific law in 1991. This law (n. 381) is still one of the most interesting and innovative laws on social enterprises in Europe (and in fact, other European countries -for example Poland- have taken it as a model for elaborating their own national legislation).



In Italy, social cooperation is a strong economic actor constantly growing and increasingly playing a key role within the national economy. The social cooperative has been the first structured and operational form of social enterprise in Italy and a model used by other EU countries to develop their social entrepreneurship sector.

Social cooperatives are economic organisations of a small-medium size which are strongly integrated into the social fabric within which they developed. They collaborate very closely with local public authorities and the communities where they operate by offering social, health-care and educational services as well as work integration opportunities for disadvantaged people.

During the last twenty years, the growing importance and role of social cooperation in Italy (between 2001 and 2013 the number of social cooperatives has grown by 98% reaching 13.041 units in 2013 while the number of employees has grown by 115% reaching more than 365.000 employees and 42.000 associates volunteers), has widened and legitimised the cultural, scientific and political debate around social cooperation itself and has promoted new ideas and visions. For example, it allowed to overcome the old idea that social activities and economic activities are incompatible.

The key role in modifying this type of misleading assumption has been played in Italy by those social cooperatives working in the social, educational and health-care sectors and those working for the work integration of disadvantaged people. The work of those social cooperatives has shown how, within the solidaristic action, economic and entrepreneurial aspects are not antagonistic but, on the contrary, are complementary and can accomplish economic as well as social goals.

In this context it is important to notice that, nowadays, there is a clear difference between bodies characterised by a simple service-delivery function (with a limited economic activity and impact) and those which act within the market as true economic and social actors developing real entrepreneurial activities within community markets. This crucial difference has emerged through the years thanks to the evolution of both social entrepreneurship and of its relevant legislation and it represents today a true challenge for the Italian Third Sector and for the economy as a whole.

The rapid development of the sector has brought to the elaboration, in 2006, of a new law concerning social entrepreneurship. The legislative decree n. 155/2006 on social entrepreneurship is the result of a cultural evolution.

The law does not introduce a new legal form but rather it introduces a “qualification” that can be acquired by a number of entities that are normally part of the so-called “Third Sector” such as: associations, foundations, religious bodies but also private companies and cooperatives. Even though of a significant political importance, this law has not had a strong practical impact yet. organisations have been reluctant to apply to this qualification because it would bring additional bureaucratic burdens (e.g. producing official balance sheets) without bringing significant advantages. Nonetheless, this law is currently being revised and in the future it may play a greater practical role in supporting the social entrepreneurship sector in Italy. At the end of 2016 the Italian government approved a reform of the third sector which also includes social enterprises. For implementation, we are awaiting implementing decrees.

In July 2017, the Third Sector Code (Legislative Decree 112/2017) was issued in Italy; It 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 required:

- 1) Legal form: association, foundation, social enterprise
- 2) Activities of general interest as identified by law
- 3) Exclusive pursuit of civic, solidarity and social utility.
- 4) 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 (eg 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.

3.2 Features of social entrepreneurship: the italian experience

Among the aspects that have determined the success of the Italian experience of social entrepreneurship the following are probably the most important:

3.2.1 Participatory approach

The participation of stakeholders within social enterprises represents a fundamental structural element since it guarantees (in the long run), the pursuit of altruistic and redistributive aims and it brings important elements of economic democracy. Social enterprises in Italy involve many different types of stakeholders from workers (probably the most important and most involved ones) to local authorities and other entities working in the same territory (e.g. foundations). Public authorities and private entities are generally involved through actions of joint programming and design of services and policies. As far as workers are concerned, participation, can act as an important leverage in tackling industrial crisis and in fact, this aspect has been a key element (even though not the only one) in making the sector more resilient to the attacks of the current crisis compared to other types of SMES.

This aspect is very important and in the future it will surely play a very important role in the development of the sector. Forms of enterprises characterised by a wide stakeholder involvement (with a strong territorial identity) can in fact offer significant development margins. This is particularly true for economies characterised by a mature capitalism (like the italian and generally the European ones), where a solidarity and participatory culture can represent an important component of their competitive advantage.

3.2.2 Social enterprises' industrial relations

Industrial relations within social enterprises are based on the interaction between motivated individuals and companies that value the social components of work. This has brought to the creation of a new model of industrial relations where salary it is only one of the components.

3.2.3 Research and knowledge

Those are two fundamental aspects for the creation of social cooperation and social enterprises models. They have in fact supported the analysis of the phenomenon and the development of a deep understanding of its working and impact through specific studies of both theoretical and practical models. These processes have significantly supported the evolution and the development of the sector.



3.2.4 Specialised Finance

In the Italian experience, a key contribution to the development of the sector has come from the specialised finance and the ethical finance that has grown around the sector. Specialised actors (both private and public) have in fact created a number of specific tools and innovative financial solutions dedicated to the support of entrepreneurial projects particularly within the credit sector, the fundraising and the workers-buy-out of enterprises hit by the crisis mechanisms. These financial solutions have significantly helped the growth of the sector by bringing venture capital and investments which, by selecting projects where to invest on the basis of sustainability criteria aimed at evaluating the objectives, the feasibility and economic viability of initiatives, have helped the implementation of innovative projects.

3.2.5 Measuring impact and social accounting

In Italy there has been the development of both a strong theoretical framework as well as practical tools for the measurement of the social and economic impact of social cooperatives and social enterprises (for example through the development of social accounting models). The legislation in the field has supported this development by providing for a standard “social balance sheet” which contains the minimum requirements for social accounting process therefore allowing for a development of specific tools adapted to specific contexts and objectives.

3.2.6 Innovative public-private partnerships

The Italian social cooperation represents a unique model from a historical point of view as well as for the type of solutions it offers to the different territorial needs (also in terms of work-related needs). The current crisis has made work integration activities for disadvantaged people even more difficult than before. At the same time, it has created new social vulnerabilities and therefore new employment needs. Work integration should therefore be seen as a multidimensional and crucial aspect to be tackled from different point of views starting from social cooperatives but including also a number of entities that share the same competences and objectives. This approach has been used in Italy and it has brought to the creation of innovative forms of public-private collaborations. For example, the renovation of public spaces and public real estate through joint investments from the public sector itself and social enterprises has allowed for the creation of new social activities (social services, cultural initiatives etc.). These collaborations have represented true management challenges (for both social enterprises and public authorities) but have proved to be forward-looking approaches producing very positive impacts for local communities who benefit from new social or cultural initiatives and at the same time see reduced public spending (for example in maintenance of unused real estate).



Social Cooperatives

LAW 38191 define two types of social cooperatives:

Type A

'A' co-ops can deliver health, social or educational services. They operate as commercially orientated businesses, with workers and volunteers being members of the co-op. Many 'A' co-operatives have established 'privileged' relationships with municipalities (see above).

These privileged relationships - which are specifically approved under Law 381/91 - enable 'A' co-operatives to be what be also termed preferential bidders for work. They are often governed by special agreements.

About 70% of social co-operatives are 'A' co-ops.

Type B - WISEs

These are agencies for integrating disadvantaged people into the labour market.

At least 30% of workers in a B co-operative must be disadvantaged in some way.

Those groups benefiting from B co-operatives include people with physical or learning disabilities; people with sensory difficulties; people released from psychiatric hospitals; drug and alcohol addicts; people who have been given an alternative to custodial sentences

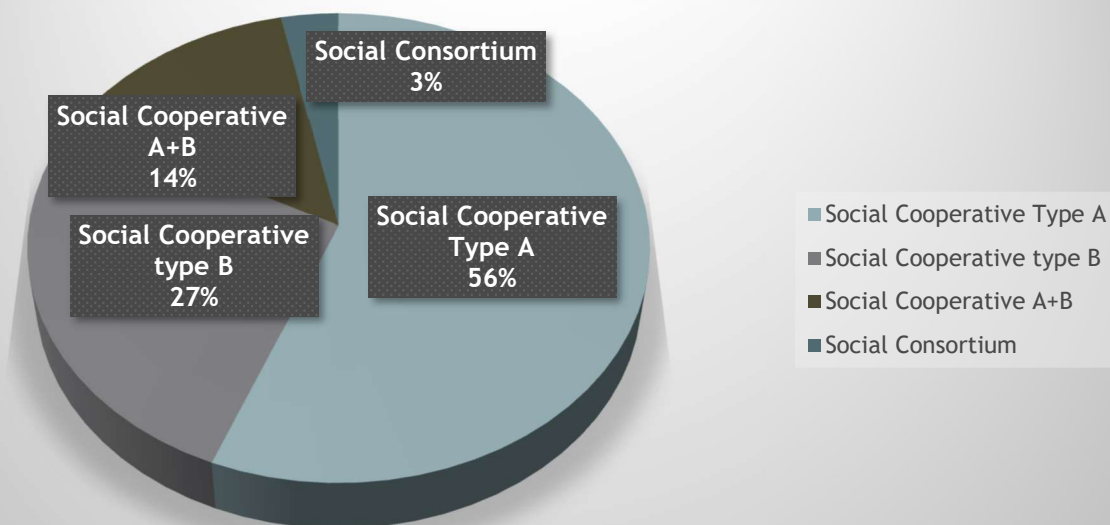
3.3 Some Data

Data: Regional Register of Lombardy (December 2016)

Social Cooperative Type A	1200
Social Cooperative type B	570
Social Cooperative A+B	300
Social Consortium	70



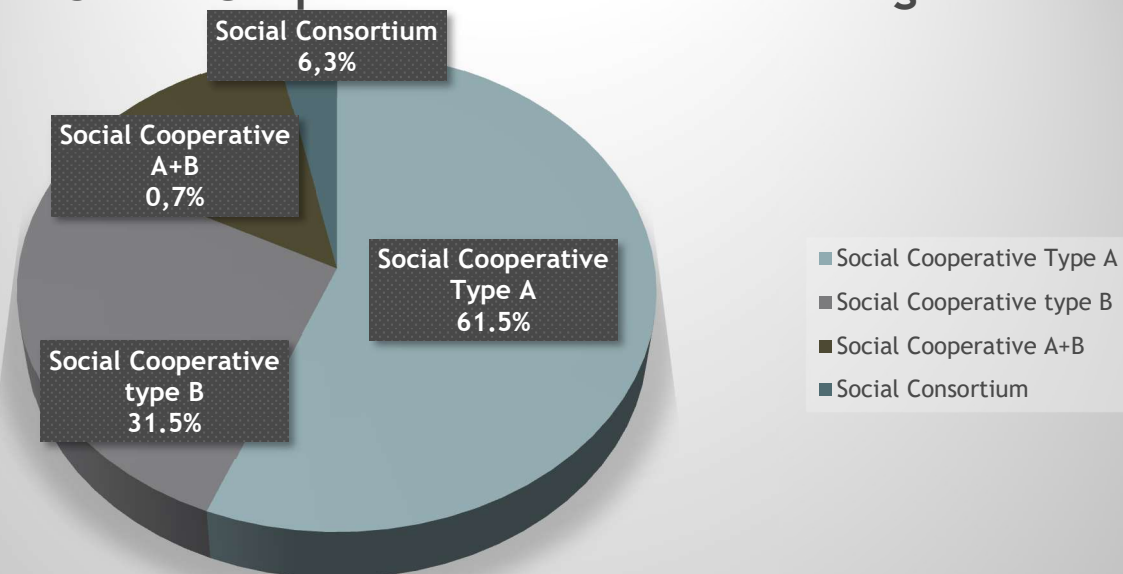
Social Cooperatives Lombardy



Data: Regional register of Trentino Alto Adige (December 2016)

Social Cooperative Type A	80
Social Cooperative type B	41
Social Cooperative A+B	1
Social Consortium	8

Social Cooperatives Trentino Alto Adige



4. SURVEY RESULTS

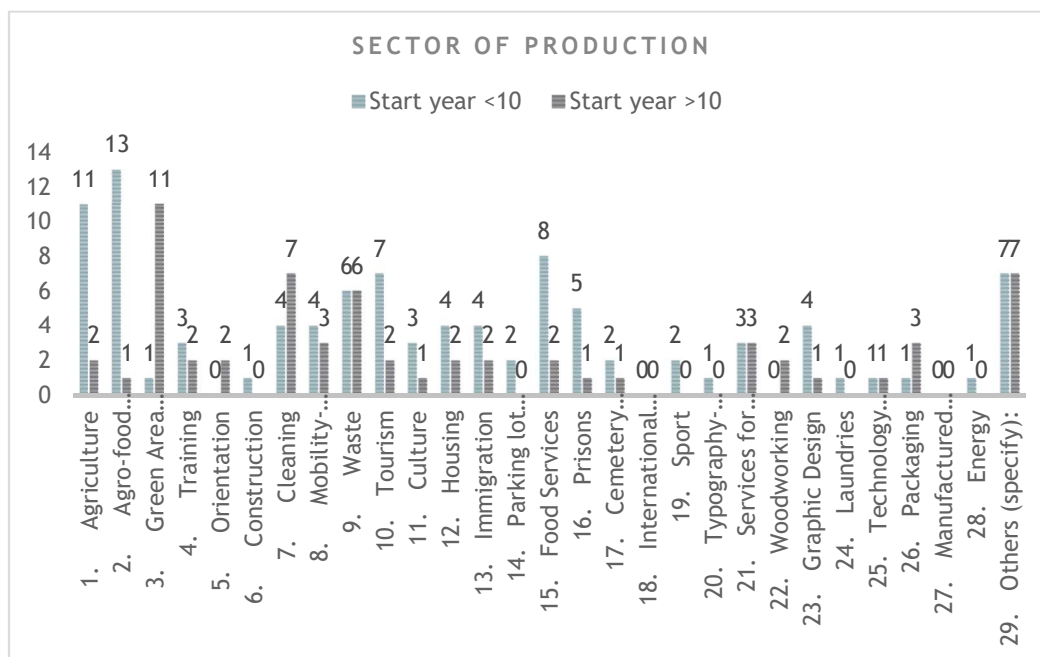
The response rate to the questionnaire questions is 99%. Only 1 Wises not reply to Q3, Q11, Q12.

4.1 Specific Products and Services

The Lombardy Wises are engaged in very diversified 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%
- Food Services, 26.3%

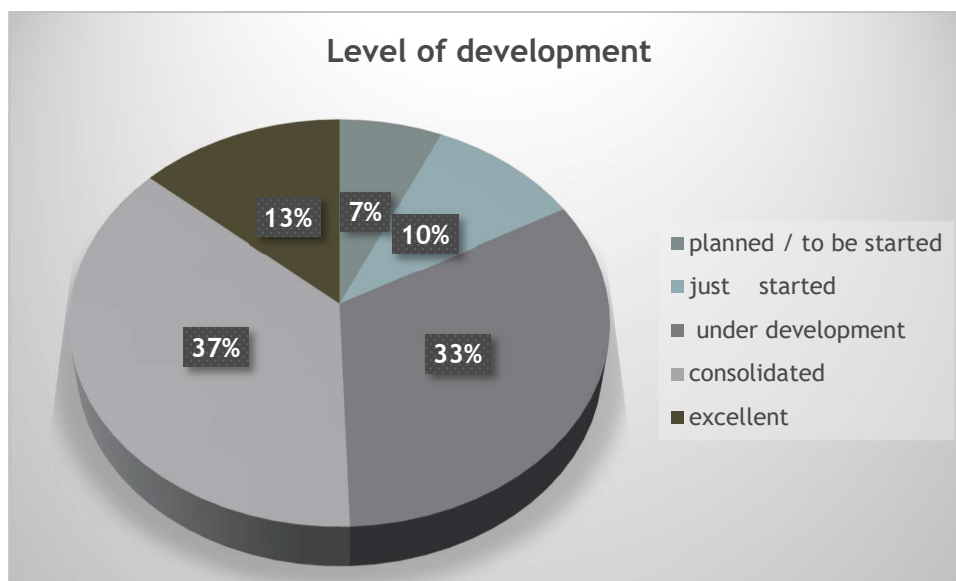
They are confirmed as historical production sectors, then undertaken more than 10 years ago, the Green Management (31.5%) , Cleaning and Waste Management (34.2%) as well as other services related to specific sectors such as Education (36.8%)



The perception of the management of the Lombard Wises is that their sectors are still in development with the possibility of further growth and investment, while only 13% consider its sector consolidated.

This fact means that wises can actively compete on the market in numerous productive sectors.

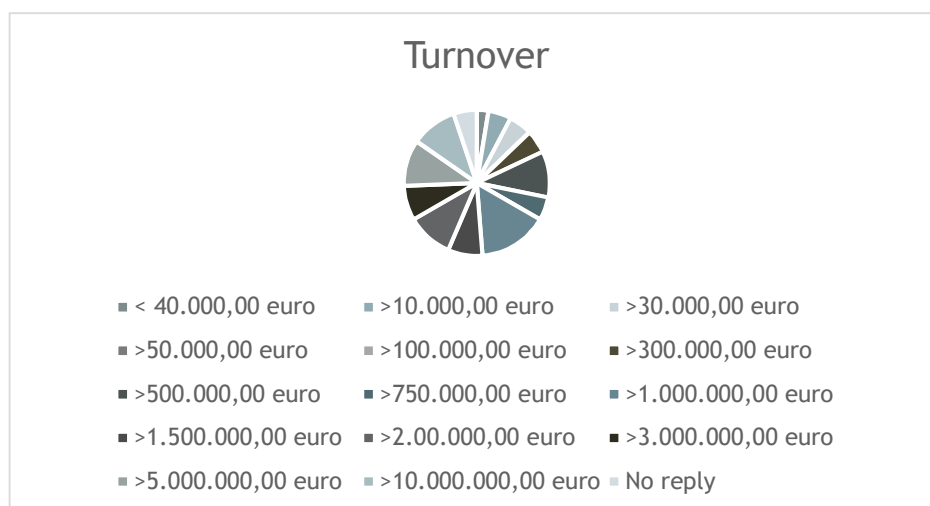
Everyone sees the importance to have investment opportunities but only about 1/3 of respondents say they are currently available and have a short investment perspective.



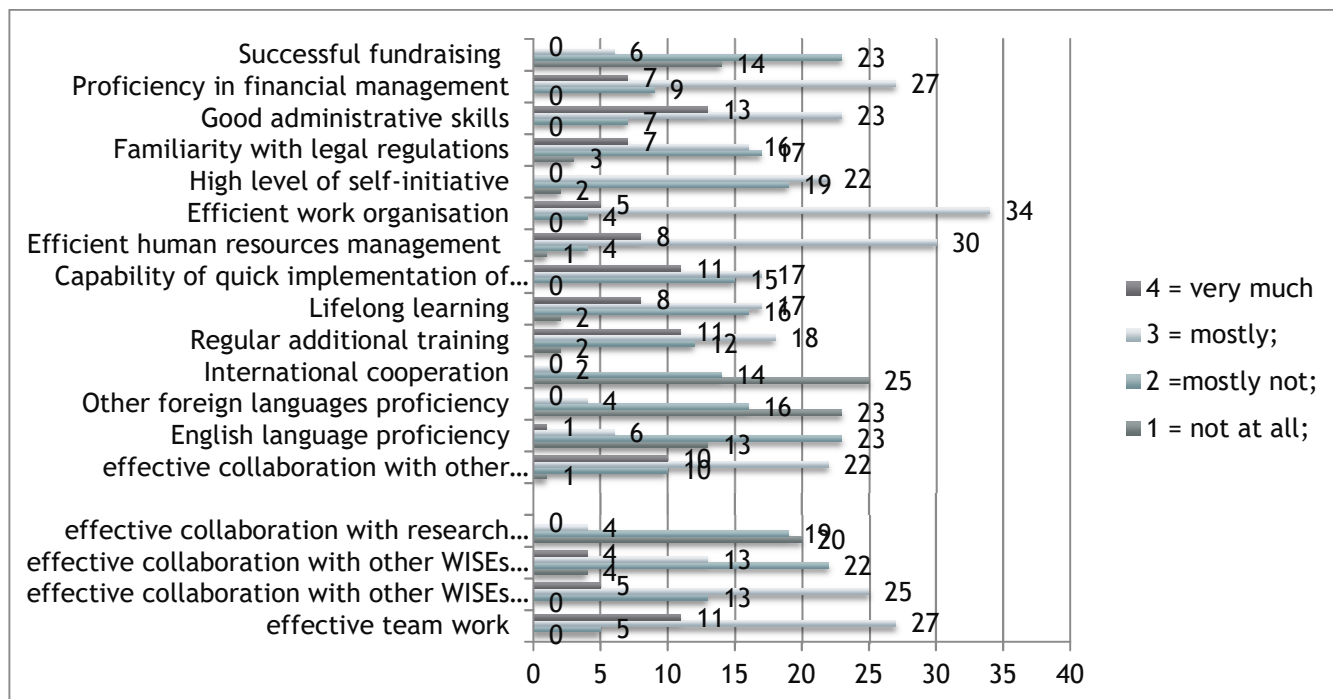
The Lombard Wises can be classified as small-medium-sized enterprises, with the characteristics that identify them:

- Number of employees between 1 and 250. Only a few companies have a higher number of employees and this corresponds to a large number of disadvantaged people.
- Annual turnover not exceeding € 40,000,000.00

As you can see from the chart that highlights the turnovers, with a good 16% that exceeds 1,000.00 euros and another 8% that is between 3,000,000 and 10,000,000 euros in turnover.



4.2 Managerial models and styles



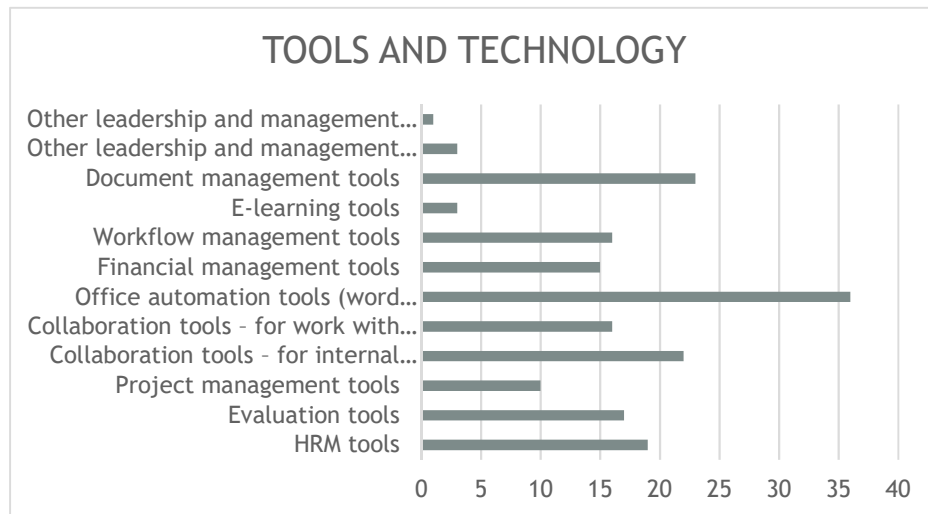
In the analysis of the characteristics of managerial styles is relevant:

- for the social enterprises is mostly important the efficient work organisation (79,6%) efficient human resources management (69,7%), effective team work and proficiency in financial management (both 62,7%)
- for the social enterprises is not at all important International Cooperation (58,1%) and foreign languages proficiency (53,4% - English languages proficiency is “mostly not important” for 53,4% of Wises).

4.3 Technology, skills and tools

The Wises in Lombardy have at disposal a sufficient number of tools and technologies to be used in their productive sector. They uses 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%



Only a few companies 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 the Wises do not understand the possibilities.

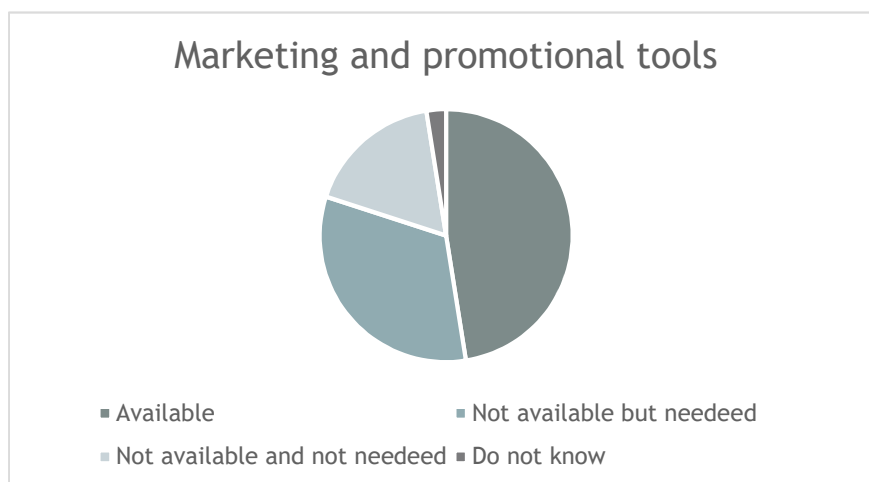
Generally, the technology is judged insufficient, by the same WISE, to support the services themselves and the need to invest in this area is highlighted: a good part of the interviewees claim to look for resources to invest in this area. The equipment is rather inappropriate compared to a necessary modernization that allows the development of services / products to accompany it: often the technological support is provided by resources already present within the organizations, which make their skills available. In the specific management of services, sometimes even sophisticated instruments are used (specific App, georeferences, databases) often built "in house",

Most of the reference technology is attributable to the telephony and related fields.

4.4 Marketing Technology and tools

The Social Enterprises in Lombardy use of ITC platforms in marketing for communication (46,5%), promotion (46,5%) and support to customers (55,8%).

Only the 18,6% of Wises uses a e-commerce tools, but the 37,2% considers this instrument necessary even if it is not available.



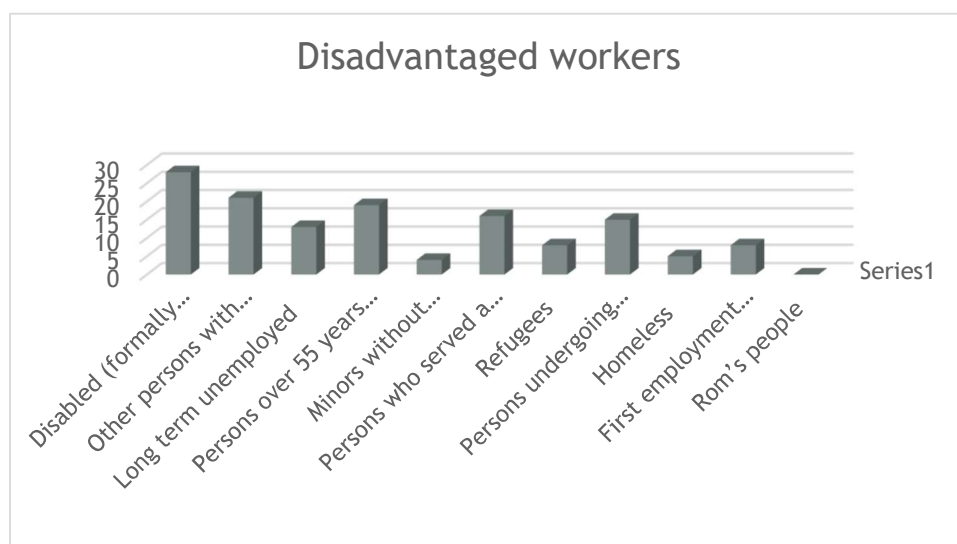
We can deduce how our companies are particularly focused on customer attention in solving problems, mainly use a loyalty system.

4.5 Disadvantaged Workers

The Wises collaborate very closely with local public authorities and the communities by offering social as well as work integration opportunities for disadvantaged people.

The disadvantaged workers who benefit in particular from the WISES are:

- Disabled: 73%
- Other persons with physical or mental problems who are thus deprived on the labour market: 55%
- Person over 55 years old: 50%
- Persons who served a prison sentence or are on probation: 42%
- Persons undergoing treatment for alcohol or drug addiction or have undergone treatment in the last two years: 39.4%
- Long term unemployed: 34.2%



4.6 Vulnerable group competences

The answers to Q10 and Q11 are similar. For the disadvantaged workers are considered relevant (score 3 and 4) skills such as:

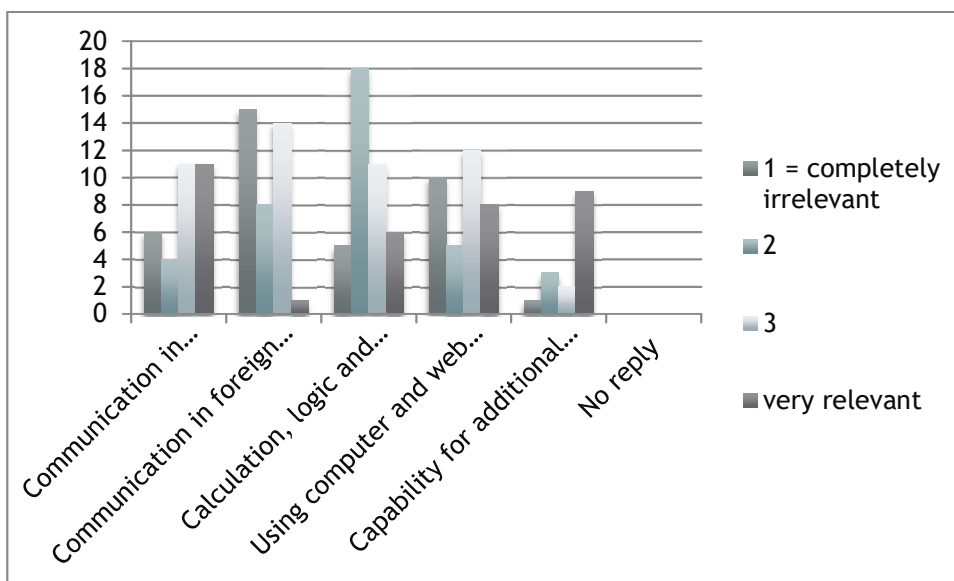
- Communication in maternal language (46,51%)
- Communication in foreign languages (34,8%)

These skills are considered important also with a view to development.

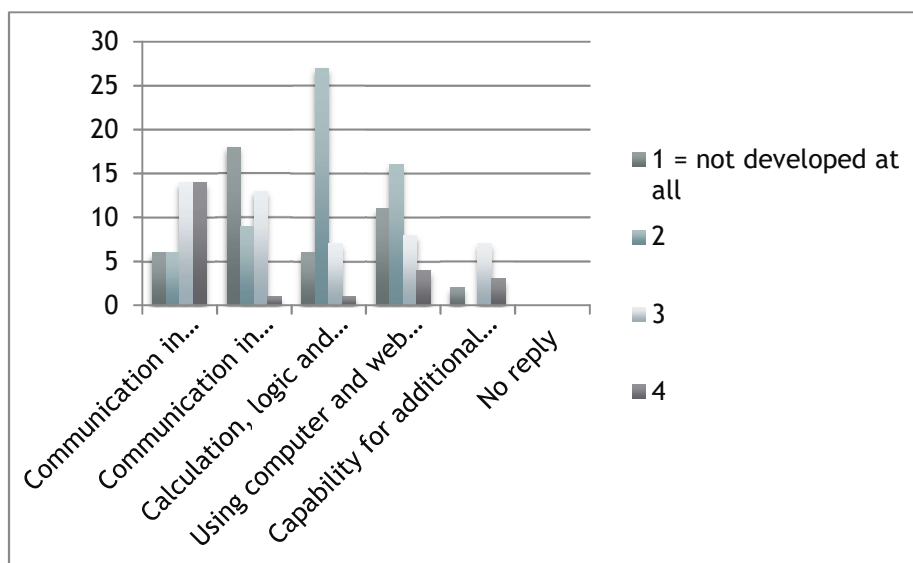
Disadvantaged workers are all employed in operational roles: communication and the skill to understand the instructions for work is essential.

Calculation, logic and spatial skills are non relevant (score 2 - 41,8%) and these skills are not to be developed (score 2- 62,7%) as well as the use of computer and web.

For the job performance:



Competence to development:



5. INTERVIEWS RESULTS

5.1 Managerial models and practices

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

- The President / Director
- The CDA (which sees both workers and volunteers)
- Management (in the figure of the Director and in a Management Staff)

Only 3 Wises formalize, within Strategic Plans defined, those that are the guidelines of the areas of interest.

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.

With respect to this critical situation and to the expansion of managerial management tools, in many cases specific paths (training, consultancy) have been activated, some of which are in progress. In some cases the development of the area was supported by the request for intervention of external consultants.

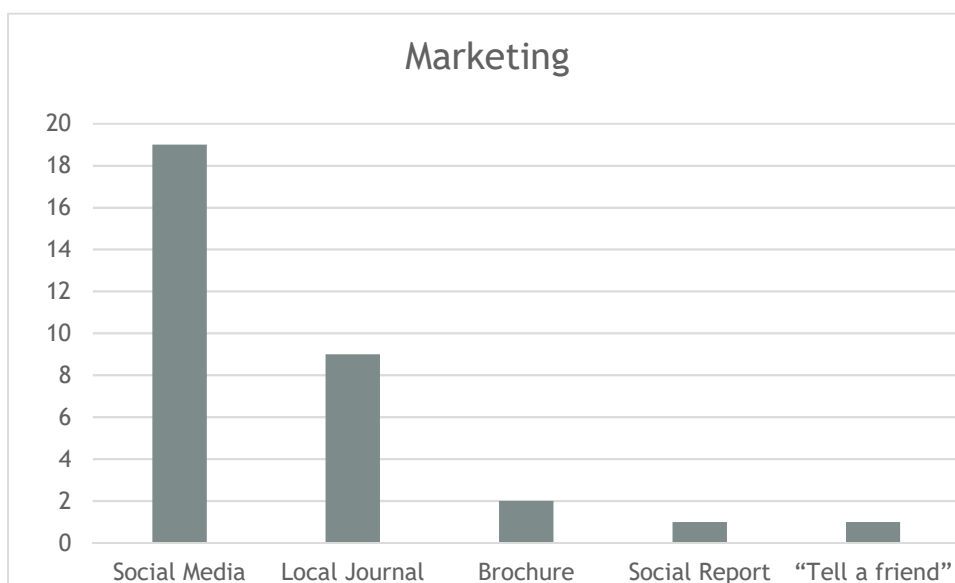
Within these management schemes, the overall satisfaction of the performance, concerning the areas considered and the governance system connected to them, is around an average of 7/10. In some cases, the interviewees consider it necessary to accompany a reorganization of the organization as a whole, in view of the development perspective of the production areas taken into consideration.

5.2 Marketing

The marketing actions in support of the services are carried out sporadically, without the execution of a preventive market analysis and a subsequent formalized marketing plan.

Communication and marketing are almost always reduced to a local community; the result is reductive with respect to potential. The actions carried out are made with instruments and unstructured methods (a little "craft": newsletter, word of mouth, local newspapers ...) but almost all WISE have the awareness of the need to act marketing actions to bring beneficial consequences to the marketing of products.

Only 2 companies have planned dedicated investments and a person specifically employed to develop marketing and communication. Many of the interviewees said they saw favorably a market analysis intervention.

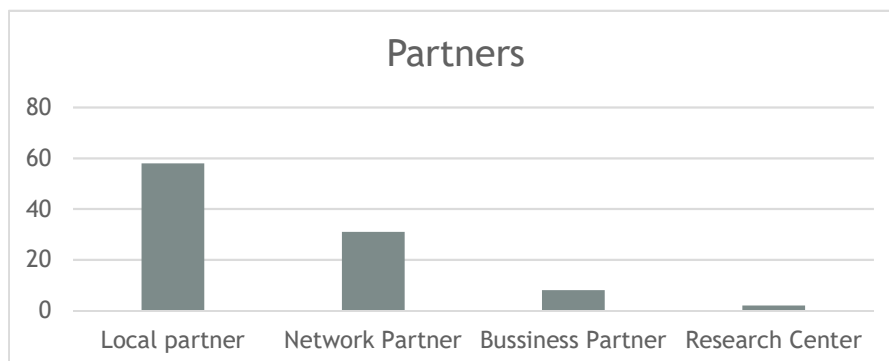


5.3. Partners

The WISEs are well connected to a network of partners that accompanies and supports the reference activities.



The value of these partners is different: mostly they are assessed sufficiently, even if each WISE considers positively, when not necessary, the possibility of expanding the number of partners possessed.



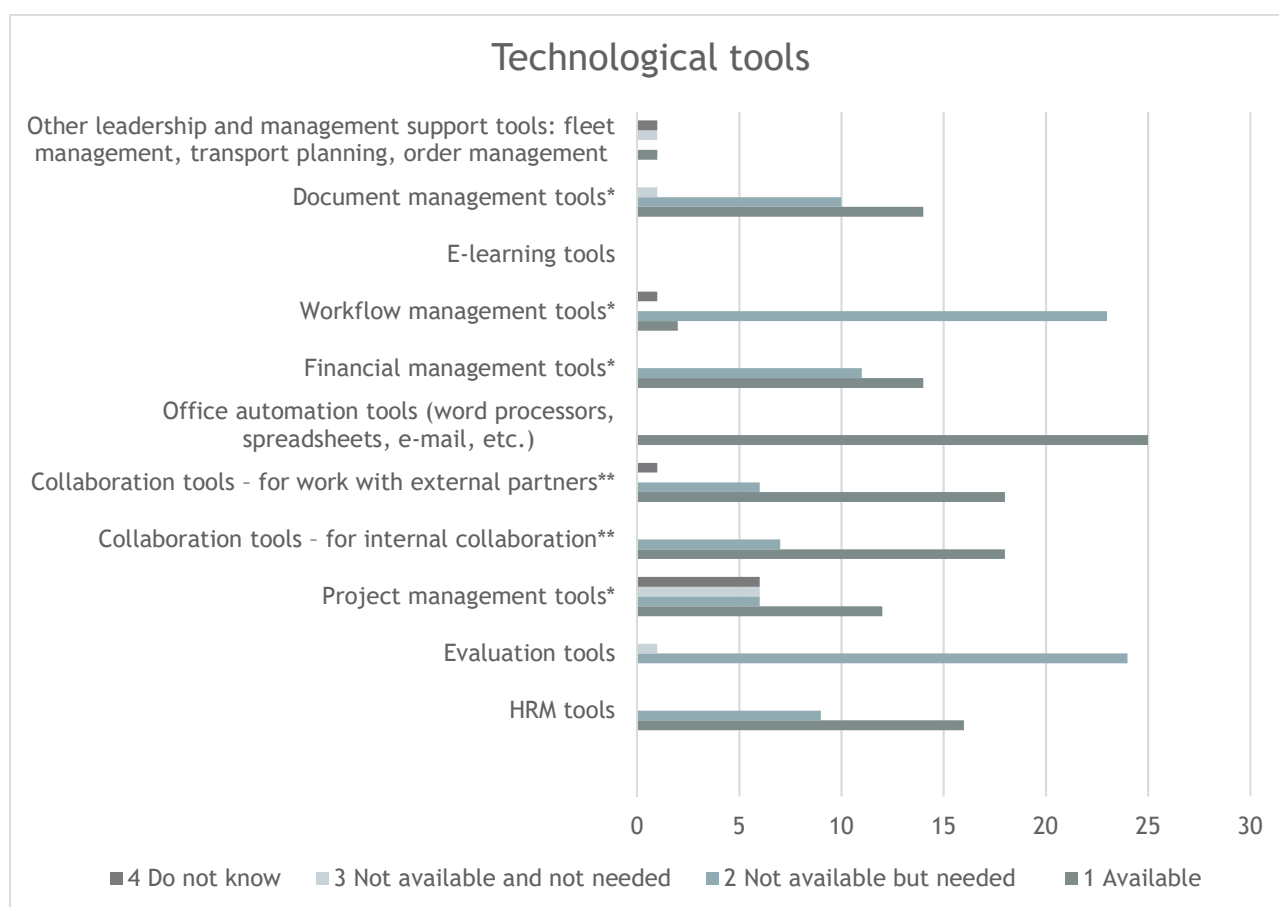
The partners identified by the respondents are mostly:

- Local partners (Local Authorities, Foundations, Mountain Communities, Social Districts): 59%
- Partners belonging to the network (Representation Confederation, Consortia): 31%
- Business Partners (Banks, Merchant Associations, Profit Companies, GAS): 8%
- Research Centers (Universities) or consultants: 2%

It is stated the need to have partners that can guarantee a more effective and efficient distribution of products, as well as find commercial "links" with the companies (of the territory). Some interviewed organizations declare that they are part of specific networks that deal with the issue of agriculture, looking for common and shared solutions.

5.4 Technological Tools

The interviews confirm what emerged from the questionnaires: the Wises do not use ITC platforms and the most used tools are Office and internet (through social networks and sites).



The implementation of technology is linked to economic factors but also to the acquisition of skills.

6. STAKEHOLDER MEETING

INNO-WISE's stakeholder meeting was held in San Donato Milanese (Milano) at Casa dell' Accoglienza on 14th February 2018. 21 people working in WISEs all over Lombardy took part to the meeting which was coordinated by Gruppo Cooperativo CGM with the contribution of the Lead Partner, Fondazione Milano Politecnico:

Organization	Name	Type
CGM GROUP	SABINA BELLIONE	Research
CGM GROUP	STEFANIA FOLLI	Research
CGM GROUP	MAURO GIGLI	Research
CONSORZIO SIS	MARCO LAMPUGNANI	Consortium/NGO
COOP IL GIARDINONE	LAURA GALLO	WISES
COOP LA QUERCIA	GIORGIO MARICONTI	WISES
CONSORZIO FARSI PROSSIMO	CHIARA GINANNI	Consortium/NGO
COOP FARSI PROSSIMO	ELENA JONA	WISES
FPM	RAFFAELE CERELLA	Partner
FPM	MARIA CRISTINA COLLINI	Partner



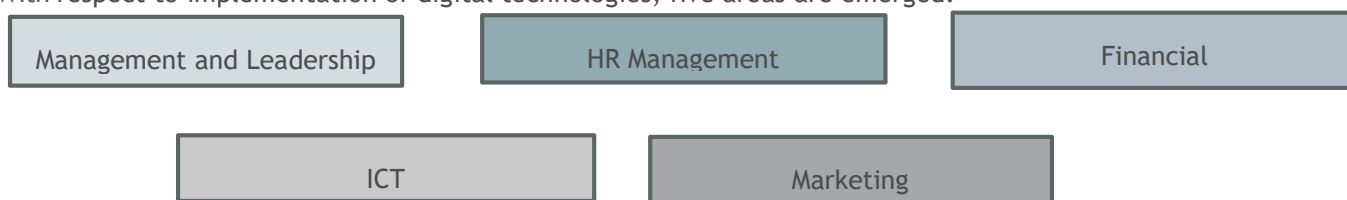
COOP VARIETA'/NAZARETH	GIUSY BRIGNOLI	WISES
COOP AIBC	ANTONIO CRINO'	WISES
COOP LA STRADA	GILBERTO SBARAINI	WISES
COOP CHICO MENDES/ROSSELLA CASINI	STEFANO MAGNONI	WISES
COOP VIA LIBERA	ANDREA PISCETTA	WISES
COOP SPAZIO APERTO SERVIZI	ANDREA LAZZARI	WISES
CONSORZIO SIR	LEGNANI MATTEO	Consortium/NGO
CONSORZIO COMUNITA' BRIANZA	ANTEA BRAMBILLA	Consortium/NGO
POLIMI	DANIELA CASIRAGHI	Partner
FPM	BIANCA SANTOLINI	Partner
FPM	MARIA LAURA DI CARLO	Partner

The stakeholder meeting has been a useful moment to share surveys and interviews results, to go ahead with the project and to involve, not only local social cooperatives, but also local consortia in order to build a network of people and entities on project topic.

The meeting started up with the presentation of participants, stakeholders, coordinators and the presentation of the meeting agenda.

After the presentation of the project and the sum-up of the results obtained by surveys and interviews presented by Stefania Folli (CGM); Maria Cristina Collini (FPM) introduced the next project steps: the design and construction of a technological platform where to share useful tools for involved WISEs.

With respect to implementation of digital technologies, five areas are emerged:



These are the areas for the development of the company; according to stakeholder, it's the duty of leadership and management to acquire skills and tools to be then transferred to the other categories (employees, vulnerable groups) present in the wise.

Tools must be easy to understand an use: attention is to "generational turnover" which is happening very slowly. In the most Wises, in Leadership positions there are people "over 45 years" with a "cultural" effort to adapt to new technology ("digital illiteracy")

Raffaele Cerella (FMP) shared with the stakeholders the need to collect data concerning their use of technology and their behaviour. Each participant presented then its enterprise and shared information about the underlined topic. The results of the discussion can be read in the table below:

NEEDS	Tools used at the moment linked to the specific aim	Specific NEED	Specific NEED: DETAIL on SKILLS and COMPETENCES	Specific NEED: DETAIL on TOOL	TARGET
Management and Leadership		Cultural aspect: technology facilitator inside the enterprise to create the need to use technology	1. Change management (both for leaders and employers?) 2. Digital Skills 3. Entrepreneurial Skills/Enterprise-goals oriented/Enterprise knowledge to understand how to use ICT tools (Development Plan creation?)		TARGET 1: PRESIDENT/HIGH LEVEL Political and representative role Networking, decision making
HR management	Management Tool: Zucchetti, Gecos; Office (Excel Sheets), management tools specially-made on specific needs by cooperatives/specific app, Still.		1. People knowledge to understand how to build an employment plan/employees development 2. Diversified HR management according to specific needs/attitudes 3. Employees Social needs/attitudes 4. HR management on a quality level (HR selection process/skill management/training process).	Data entry on users activities with the aim of manage available HR time on more than a project.	TARGET 2: MANAGERS/HIGH LEVEL Managerial area which take decisions, define projects, organise people, manage resources, problem solving
Financial	B.point Management Tool/Mydonor/ Office (Excel Sheets)	Financial statements - cost centers management (final balance and evaluation > financial statement)	Less public market - less fund resources. Need to invest its own economic resources.	Time sheet management in small operative centers, far from headquarter	
ICT	Management tools specially-made on single specific cooperatives needs.		Tools to easy learning which can be used by more people	Tools to manage product orders (income and outflows - e.g. products collected in fields)	
			Diversified training levels and digital use among social enterprises and users.		
Marketing	Press Office/ Corporate (Social) Responsibility Report/ Brochures/Social Media (Facebook, website and newsletter)	Fringe benefits - marketing dedicated to "social" field (storytelling: what to underline? Can we talk about the social mission? It is important to go beyond the fact of working with a social aim; it is important to raise awareness on social topics.)	Financial resources management linked to fundraising activities.		
		Sharing information	Communication = Learning		

Raffaele Cerella (FMP) commented then the results underling how these represent an important starting point to designing the future technological platform.

At the end of the meeting, we said thanks to all participants and offer them a lunch provided by a WISE from Milan (Chico Mendes Coop).

7. SYNTHESIS OF RESULTS

Reflecting on the challenges and perspectives for Wises, it is necessary to take into consideration at least four main trends that will influence their future development.

The first major trend is the emergence of new social needs—linked to the extension of life expectancy, which creates new needs in terms of assistance to the elderly—and the increase in already existing social needs—linked to the increase in the number of poor people. On this last point, Istat (2016) highlighted a sharp increase in the number of poor people during the recent economic and financial crisis. Given the insufficient increase in the provision of public services, this has reduced opportunities for many families to access social health and educational services—a trend that is confirmed by the high number of people who declared to have declined health services for lack of income.

Secondly, public expenditure in welfare services will not increase—and will maybe even decrease—in the future, due to the constraints imposed on public budgets.



Thirdly, and this is a welcome challenge, private companies are increasingly attentive to the necessity of providing new services for their employees, such as personal services, healthcare and education. The Italian government is also supporting this new trend through tax benefits.

Finally, a fourth major trend that will influence the future development of Wises is the recently approved Law on the third sector, which reduces constraints on Wises and increases the number of sectors of activity in which they can operate. Social enterprises can now be active in the fields of waste management, services for Wises, management of cultural events, social housing etc. These sectors are characterised by a widening gap between supply and demand, which social enterprises should be able to take advantage of to launch successful businesses.

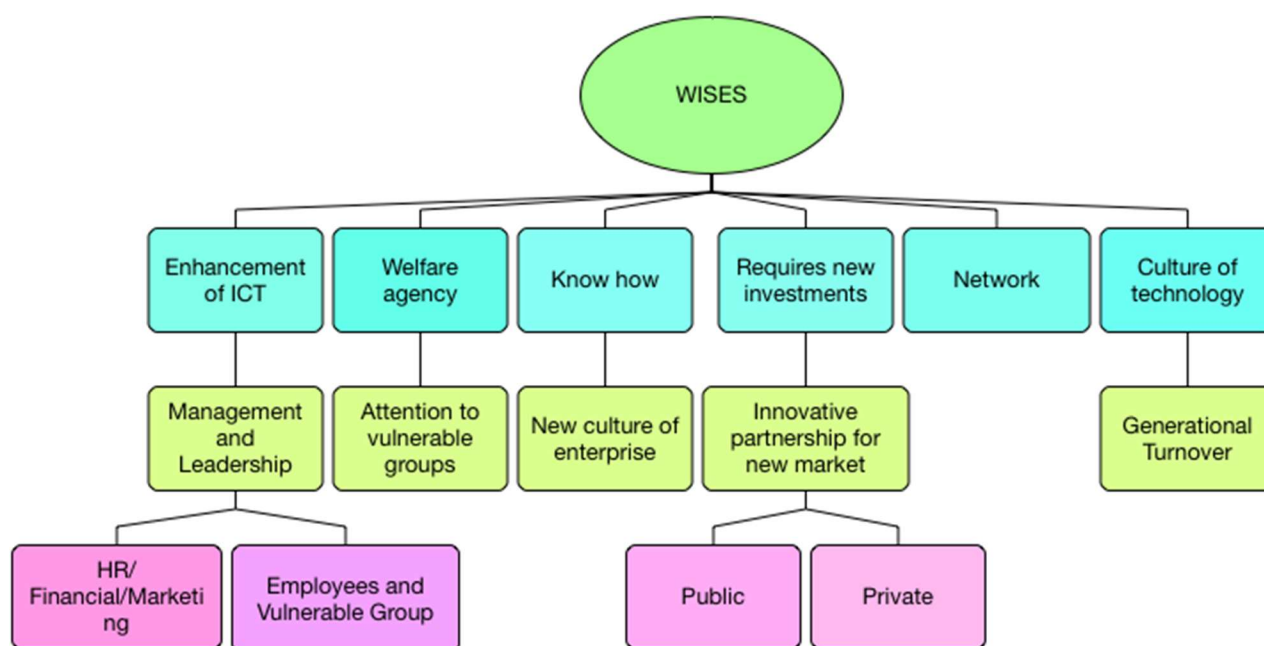
However, the impact of these four factors on the development of Wises and of the provision of services will depend on how the different types of social enterprises will react. The challenge that they face is, therefore, to be able to move to productions with higher value-added content, and to be capable of training disadvantaged workers in more skilled tasks demanded by the open labour market.

8 .CONCLUDING REMARKS

From research carried out on social enterprises of Lombardy we can draw these conclusions:

- The cooperatives are the first welfare agencies in Italy.
- Cooperatives are based on commitment, desire for sharing and understanding of Social realities.
- Priority is the comparison with the market: if before there were sufficient interpersonal skills (thanks to the protection of the law 381) today instead we are confronted with the free market for other skills
- In the past, social enterprises had low margins due to a low knowout. Now the current market demands skills and the sustaining of costs that oblige a re-launch and, consequently, an investment (technological and marketing) are necessary.
- Consortium and network works well and is able to intercept the orders and then divide them among the cooperatives affiliated.
- Technological tools and skills are to be increased. Surely technology can help us simplify some processes and make us perform better with less waste of time
- It's necessary to implement the technological aspect but above all the possibility of making available to the people who can accompany the use of technological equipment as the personnel who often work in the B-type cooperatives are people with disadvantaged or low cultural level.
- The economic investment for technology is high and most of the wises can not afford it and the cultural update that needs to be done is not negligible.

The figure contains the Key Concept emerging from research activities:



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