

## **FACE-TO-FACE TRAINING**

### **RIVA DEL GARDA 12-13 September 2019**

#### **Identity and social impact.**

#### **How to reposition social enterprises.**

The social enterprise is experiencing one of the most delicate and at the same time most interesting phases of its existence. On the one hand, it is facing increasingly complex systemic challenges, on the other is a candidate to be an increasingly important actor in the production of goods and services for the community. A picture full of opportunities, but not without ambivalence, where the "social" can also be widely understood through entrepreneurial approaches that are not always clear, with the risk of deviations, current fashions or, more simply, trivializations. The Workshop intends to put the value of the company at the center social, starting from that "social" value that inspired its genesis and accompanied its development. In a period in which finance seems to be able to select projects better social and impact measurement to decree who survive and who does not, is essential a reflection that considers the "overall" value of social enterprises, not only in terms economic, but above all in relation to the contribution to community creation and to the reinforcement of trust networks and share capital. It is also time for the social enterprise to reaffirm its identity and to re-emerge its "political" value, as it is subject capable of contributing to the definition and expansion of a Country where many of those we enjoy today were born thanks to social enterprises.

**INTRODUCTION of 12/09/2019 - Chiara Volpato (Psychology department, University Bicocca) - "Acting on the psychological grounds of inequality: the role of social enterprises.**

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**Working in a social enterprise: how to handle the reality- Sara Depedri, Carlo Borzaga (Euricse) -**

The challenges of contemporaneity.

The growth continues, even in more recent years, of the Italian social cooperatives for number and size led to a related increase in the number of occupied. However, there are conflicting opinions and data on the quality of employment generated.

On the one hand, research seems to continue to affirm that cooperatives and social enterprises offer more stable jobs than they do in other sectors or in the average of Italian companies and that there are important opportunities of employment for young people and women. Engagement rates are good of workers in the governance of their cooperatives and there is a progressive investment in training and professionalism. The contribution they make is undeniable offer the job placement of disadvantaged people, both from the point of view of numbers of workers employed by type B social cooperatives which in terms of diversification of the sectors in which they are formed and employment stability. On the other hand, however, job management is partly marked by sector dynamics - with increasing competition for the award of contracts and financing and logics still of assignment to the maximum reduction - but also from a progressive one weakening of altruistic motivations and the sense of absolute sharing of mission that was in the past guaranteed and transmitted by the founding members.

The rhythms of work and the risk of stress, with wages certainly not rewarding if you look at the average levels sector; attendance rates at assemblies and sometimes levels also drop of satisfaction with their work.

The need today for cooperatives and social enterprises is to give back to their own workers and their own personnel management play a central role, finding innovative practices to ensure involvement and motivation, but above all to generate well-being for workers.

This session wants to reflect on this theme by bringing the testimony of companies social workers who have invested in their job generation function and of quality employment. The witnesses and best practices present will allow you to think about both ordinary employment and the job placement of people disadvantaged. With respect to the first macro-category, new elements of will be discussed corporate welfare, governance systems capable of making the worker truly participant in the decision-making process and key actor of the organizational mission. With reference instead to the generation of employment in favor of marginalized subjects in the job market, we will look at organizations, sectors, processes and models innovative, also reflecting on the openness to the insertion of new groups of people marginalized (from prisoners to immigrants), finding a boost also in the network collaboration, with profit companies and with new financiers. Best practices which not only represent an example of how good can be promoted today I work in the social enterprise, but which you must look more and more in your own practices organizational, so that good work continues to be a practice in the social enterprise.

## **- Andrea Bernardoni (Legalcoopsociali) - Equilibra in social enterprises: between market request and social objectives;**

### The challenges of contemporaneity

What is the market? This seemingly trivial question hides many pitfalls. A microeconomics student might answer that the market represents him tool to efficiently allocate factors of production, where producers produce goods as long as the marginal revenue from the sale of a good is not equal to the marginal cost of production. In this mechanistic vision and market engineering there are demand curves and supply curves that they always determine an equilibrium point to which a price corresponds guarantees the optimal use of production factors and, in the long run, the absence of excess profits. The market therefore represents the tool that best guarantees the interests of consumers who purchase goods and services at the lowest practicable price and allows entrepreneurs to release their entrepreneurial spirit. In this vision the characteristics associated with the market are business freedom, dynamism organizational, efficiency, centrality of demand. The student's answer may seem sufficiently exhaustive but in reality it is not correct because the student exchanged the "market" with the "competition" perfect. " If we take a microeconomics manual we discover that perfect competition is a form of market, but it is not the only one. The error of student, however, could be partially excused because in public speech, in the last thirty years, the characteristics of competition have been attributed perfect for a generic "market", forgetting to tell citizens, voters and to public opinion that to ensure efficiency through perfect competition some conditions which are difficult to guarantee must be respected in the real economy. It is therefore a mistake to confuse the market with the competition perfect. In the 2000s, moreover, bankruptcies are unequivocally evident market failures or, as it would be more appropriate to say, market failures. First place, markets should be stable. However, the global financial crisis has shown that they can be very unstable and feed speculative dynamics with dramatic consequences for the lives of millions of people. Secondly, the markets they should be efficient by allocating resources in the best way but daily we experience that markets are not efficient. There are in fact enormous social needs and environmental dissatisfied and at the same time large unused resources (Stiglitz, 2012: The Price of Inequality: How Today's Divided Society Endangers Our Future).

Even in the presence of these failures, in recent decades we have experienced the era of triumphalism of the markets in which governments and public opinion have placed maximum trust in the markets as a lever to achieve collective well-being. The market from tool to allocate factors of production is entering our lives in increasingly pervasive way. We have gone from having a market economy to being a market company (Sandel, 2012: What Money Can't Buy: The Moral Limits of Markets), that is, a company in which market values penetrate every aspect of life human, transforming it.

In recent years in Italy and Europe the relationship with the market has become a theme central also in the public debate on social enterprises. Different actors – governments, think tank, financial players, media - they push social enterprises to always be more market-oriented firms, i.e. organizations that produce goods and services for families and businesses without public mediation. This perspective binds to the idea that the market, competition between social enterprises and entry into the welfare of socially oriented capital companies are useful tools to raise the level of efficiency in the welfare system and making the system more competitive Country. In the 2000s, also following the economic crisis that reduced the public demand for goods and services, social enterprises have been pushed to adopt a greater orientation to the private market and to develop new business models in able to attract the paying private demand and the capitals of the big financial players, developing organizational models and competitive strategies that

"hybridize" with those typical of capital companies. The strong market orientation seems to be the distinctive feature of the "new" one social enterprise "which - for some observers - is capable of overcoming inefficiencies the public bureaucratic machine, the profit - oriented private enterprises and the traditional Third Sector organizations. In the "new" social entrepreneurship what role do typical characteristics of social enterprises such as pursuit play of solidarity purposes, democratic governance and a high level of integration with public policies? Supporters of opening up the market social enterprises highlight a plurality of advantages of this strategic choice; such narrative, however, does not seem to be supported by adequate empirical evidence. Many market promises are frequently disproved by the facts. A growing orientation to private demand if on the one hand it can raise the level of efficiency e the competitiveness of organizations on the other hand risks reducing the level of autonomy and to weaken the solidarity goals of social enterprises, reducing the attitude of these organizations to do advocacy actions, to build networks and social alliances. Moreover, social enterprises are already organizations that are and have one significant share of revenues from the sale of goods and services to private individuals. Specimens in this sense the experiences of the work placement cooperatives that they frequently work with private clients creating job opportunities for disadvantaged people, the numerous cooperatives that use goods for production purposes confiscated from the mafias and the experiences of those social cooperatives that are engaged in local development by integrating welfare services with production and tourism activities.

In all these circumstances social enterprises, operating on the market, produce inclusion and social justice. Social justice can be a compass for guiding business choices social in the market (Bernardoni, Picciotti, 2017: Social enterprises between market and community). Cooperatives must operate without delay on all markets situations in which the sale of goods and services to families and businesses creates the conditions for to guarantee rights for weak people and, in doing so, to reduce the inequalities present in the society. The situation is more complex in those circumstances where businesses social services produce for the market social and health services that they can be purchased exclusively from the middle class or from the wealthiest families. In these cases are they producing social justice? A modern residential facility for the elderly with a monthly fee of more than 3 thousand euros, without public co-financing which reduces the fees charged to families, raises the level of equity of the community in which the structure is located or reproduces in the community a separation between the elderly who can pay the tuition and those who cannot afford this service? can he is there a social enterprise that thinks only of the wealthy?

**INTRODUCTION of 13/09/2019 - Maurizio Franzini (Dipartimento di Economia e Diritto, University La Sapienza) - Acting on economical inequalities: the role of social enterprises;**

<http://workshop.irisnetwork.it/wis19-tutti-contenuti/>

**Creating entrepreneurial value - Vincenzo Durante (Invitalia)**

Connections and alliances.

The new regulatory framework, the accumulation of dedicated resources of various kinds and origin, but above all the need for new service and business models – a faced with the crisis of traditional ones - as well as the need to recover legitimacy in crisis, they represent important solicitations for the social enterprise. There propensity investment support

constitute, from this point of view, important variables to observe and accompany the evolution of a sector entrepreneurial through a rather delicate phase of its development.

There are many different actors who aim to support the projects of development and innovation of social enterprises, especially through the use of resources targeted economics (subsidized finance, philanthropic grants, private donations, bank loans, investment finance, etc.). But faced with a growing "offer" yes raises the difficult question of recognizing and supporting the "demand" for support financial (and not only) by organizations that produce goods and services for the interest of the community.

A starting point for supporting and promoting the social enterprise lies precisely in promoting a more conscious dialogue between the demand and the supply of patient capital.

With this in mind, "Italy Social Economy" operates, a program of Ministry of Economic Development - managed by Invitalia (the National Agency for Development of the country) and with a budget of 223 million euros – finalized the birth and growth of companies operating for the pursuit of social utility and general interest throughout the country.

The session will be an important opportunity for discussion on how it can be "created value" by investing in social enterprises, making the most of the opportunities offered by the "Italy Social Economy" relief measure, in close synergy with other sources of financing.

### **Entrepreneurial excellence and proximity: a possible duo - Gianfranco Marocchi, Georges Tabacchi (Biennale della Prossimità).**

The challenges of contemporaneity

There are excellent social enterprises that for years have stood out for product quality, for the ability to innovate and for their economic solidity and that are at the time himself protagonists of actions - structured and not occasional - that cannot be reduced to mere production and sale of goods and services on the market: they invest resources to build cohesion, activating citizens, spreading values and culture, reactivating places and relationships, putting your organization at the service of community building.

Because a social enterprise makes a film, a social pantry for families in poverty, a neighborhood radio, an urban redevelopment project (much for give some examples that will be told in the session)? Return of image? Generosity? Economic return?

None of these answers are correct, or in any case exhaustive. These initiatives are understandable only considering how, for these subjects, the relationship with their own reference community is a central part of one's being an enterprise. And therefore needs are gathered from the territory, making their capacity available organizational and culture and quality of life are returned to the territory. It's about social enterprises grafted into a community. So if on the one hand there are successful companies that betray their origins making the market an absorbent and exclusive element, in other cases, on the contrary, entrepreneurial excellence is closely linked to the proximity dimension. What for others would be an unnecessary expense or a distraction from the own economic goal, for these companies it is a qualifying aspect that makes them recognizable by its members, workers, volunteers and citizens. And this recognition is a real "production factor", which translates into the will of all these stakeholders to invest, in turn, in the company and that contributes therefore also to explain its entrepreneurial excellence. This is not an "image investment" designed to encourage purchase of products - as in a part of the for profit world - but identity actions that they deeply describe the identity of the company and define its relationship with his community.

What do these initiatives consist of? What strengths and critical points do they present?

How are they experienced by the social bases? What organization and what expenditure of resources require? We start from these and other questions to understand how social enterprise can play an important role in a wider movement than sees citizens, third sector and other active subjects of the territory rediscover and develop community connections.