

OUTPUT FACT SHEET

Pilot actions (including investment, if applicable)

Version 2

Project index number and acronym	CE1223
Lead partner	Fondazione Politecnico di Milano
Output number and title	O.T3.1 Pilot Application (PA) and demonstration of applicability of innovative technologies to WISEs sector
Investment number and title (if applicable)	N/A
Responsible partner (PP name and number)	PP.3_Gruppo Cooperativo CGM
Project website	https://www.interreg-central.eu/Content.Node/INNO-WISEs.html
Delivery date	April 2020

Summary description of the pilot action (including investment, if applicable) explaining its experimental nature and demonstration character

Pilot Action (PA) can be defined as “mini”, small scale projects with the aim of evaluating feasibility and steering for full project developments. The importance of PA deployment is to understand the useful way to support the WISEs in their pathway of digital transformation. For example, to explore opportunities for future developments, minimize the risk of unexpected events, identify the benefits/difficulties of a digital transformation project, and to assess the impact of interventions. Nevertheless, digital transformations involve “high-tech” investments and supply chain integration, creating difficulties for the adoption for the WISEs and Social Enterprises (SE). Technological advances and the uncertainty of their utility in SE practices have increased the emphasis of our project in ‘coaching’ projects rather than only on technological training to understand how to use digital transformation for WISEs and SE.

The digital transformation for WISEs and SE is disruptive because the main purpose of these enterprises is the well-being of people and job placement of fragile persons. Technology is experienced as an agent extraneous to activities. The PA of the project brought out these needs accompanied by the need to bring it closer to its reality, mission and vision.

Our PA was great ways to help making purpose and benefits tangible and understandable for enterprises involved. They also resulted in know-how and lessons that can be used by the whole business for future projects. And it helped us get buy-in for a larger deployment of bigger or other social business projects.

The value of our PA depended, among others, on:

WISEs business culture

the type of social business project (sector, size, turnover)

needed resources

expected return

people involved.

In Lombardia (Italy), we have selected 6 WISEs to present the Wisebusiness.eu platform and training through MOOC.

Some of the Wises actively participated in the project proposals:

- presentation and comparison meetings with other Wises (Maribor 4 and 5 October 2018)
- training activities (28 and 29 November in Zagreb).
- Testing the platform
- Testing the MOOC

Their active participation has allowed us to better design the tools and have more information to support them in their digital growth.

We have organized workshops to better involve both management and operators in the same contest.

The purpose of information and training meeting was to present the products of the INNO-WISEs project and at the same time to present a possible path of digital development and transformation.

The need for transformation was felt by the enterprises involved especially for management, communication and marketing. The production level for the type of activity (gardening, tourism services, recycling and waste management) has not yet reached a sufficient level of maturity.

At the end of the period of PA, Italy-Lombardy collected:

- n. 28 questionnaires
- n.41 WISEs employees participating to the meetings (presence list has been collected).

NUTS region(s) concerned by the pilot action (relevant NUTS level)

NUT 1: ITC
NUT 2: ITC4
NUT 3: ITC4C (Milan) ITC4A (Cremona)

Investment costs (EUR), if applicable

N/A

Expected impact and benefits of the pilot action for the concerned territory and target groups and leverage of additional funds (if applicable)

The development of social enterprises is strongly linked to their ability to grow and develop a digital transition process. On the territory we expect to create new training conditions and new digital skills. The era of COVID has accelerated this need (e.g. smart working) for digital transformation and the use of tools. CGM is a network of social enterprises and its goal is to reach all member companies. To achieve the objectives that the project proposes we will need other resources that come from national entrepreneurship support programs such as "Impresa 4.0" (Enterprise 4.0).

Sustainability of the pilot action results and transferability to other territories and stakeholders.

Technological platform and training materials provided for the involved WISEs are sustainable and it will be implemented by the project partner in the future. ENSIE, ACT e CGM have signed a protocol and built a long-term strategy to manage the project results and develop them together in the future.

ENSIE, who represents a European network of WISEs has the role of leading the protocol and this makes the platform sustainable and transferable to other European areas.

The platform has been translated into seven different languages and this makes the platform accessible to other CE countries non involved in the project (like Germany where there is a great number of WISEs) and non-Central Area territories as well (with English and French).

Training and improving WISEs managerial and technological competences has a positive impact on their organizations and territories, for this reason we believe that the platform and its development can be managed and made sustainable by the representative organizations of the WISEs.

CGM, being the larger network of social enterprises in Italy, is guaranteeing the engagement in the platform sustainability for its country; it means the opportunity to involve, in the future, a bigger number of WISEs in other Northern Italy regions (included in Central Europe area) and also beyond the Programme border.

Lessons learned and added value of transnational cooperation of the pilot action implementation (including investment, if applicable)

Digital transformation is a cultural process.

Technology is over-prioritized, whilst everything that makes technology actually work - people, processes, culture and mindset - are undervalued.

Change is a fluffy term which many organizations find difficult to fund, mainly because the value is basically impossible to quantify. This inability to quantify the benefits, together with the lack of physical outputs of a change programme, are the key reasons why they tend to be underinvestment. But there are some “change management” essentials that make a real difference, and ultimately ensure that digital transformation, or the successful adoption of technology in an organization, can be improved. The “change management” is especially hard for social business leaders to understand in the context of digital, because, for them, it appears only as a tool.

The Pilot Action considered the cultural aspects, with meetings, training and communication moments to transfer the concept of organizational change linked to digital transformation.

Contribution to/ compliance with:

- relevant regulatory requirements
- sustainable development - environmental effects. In case of risk of negative effects, mitigation measures introduced
- horizontal principles such as equal opportunities and non-discrimination

- The Pilot Action did not provide for reference regulations, except for the privacy regulations for the publication of contents and for accessibility to training (MOOC) and to the platform.
- Environmental issues were not touched.
- The principles of equal opportunities and non-discrimination are the entrepreneurial object of the WISEs which have among the entrepreneurial objectives the job placement of fragile people and are guided by the principles of non-discrimination and equality.

References to relevant deliverables (e.g. pilot action report, studies), investment factsheet and web-links

If applicable, additional documentation, pictures or images to be provided as annex

Deliverable D.T3.1.1 Methodological Guidelines for Pilot Actions (essential for a rational planning of all the steps and timing of pilot action)

Deliverable D.T3.2.2 Technological Platform <https://wisebusiness.eu/>

Deliverable D.T3.2.3 Reports from Pilot Actions implementation (important for a general overview on strategies used by different PPs and on the target reached.)

Deliverable D.T3.2.5 Technological Platform User manual (essential for PPs for upload contents and tools)

Deliverable D.T3.2.6 Pilot Action overall Report on Mutual Learning

Deliverable D.T3.3.3 Partners' Protocol on a long-term strategy to improve WISEs technological and management competences