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By Caterina Rosini

Systemic Design for organizational innovation

Designing Systemic tools to foster social enterprises development

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to foster social enterprises development

By

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I would like to dedicate this work to all the people who believe that big changes always begin with small, valuable gestures.

Declaration

I hereby declare that, the contents and organization of this dissertation constitute my own original work and does not compromise in any way the rights of third parties, including those relating to the security of personal data.

Caterina Rosini
2023

Aknowledgements

Benedetta, my Tuscan refuge in Savoy land, who understood me in the worst aspects of living far from home and who taught me that asking for help when in need is the bravest thing one can do, she and Francesca taught me not to doubt my abilities and opened their door to me at any time of the day or night for a pizza and a chat of venting.

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Abstract

The research examines how Systemic Design (SD) can support the social enterprises (SEs) model to foster organizational implementation to enhance resilience and preserve their identity. The thesis asserts that given the combination of two economic and social aspects, the social enterprise's reality is complex and uneven within the internal organizational framework, contributing to a climate of conflict between the two. Recently, it has emerged that organizational practices are essential precisely to enable SEs to scale their business and combine different competencies and stakeholders. However, on the contrary, as some studies show, it can happen that in the attempt to apply managerial practices typical of the for-profit world to these enterprises, the results are either unsuccessful or end up degenerating the social model towards the opposite paradigm, i.e., the for-profit one. With these assumptions in mind, the research aims to contribute to this specific strand of research by combining the SEs model and SD to support positive change in organizational management without denaturing them.

The research starts from the awareness of two main peculiarities related to SEs. First, these enterprises adopt different organizational forms both internally and externally to the social enterprise. The second is the context, characterized by different expectations and motivations of the stakeholders gravitating to the enterprise ecosystem. Based on these premises, the research questions in the described context are as follows:

- Can Systemic Design support organizational implementation in social enterprises?

- What aspects a systemic organization change needs to consider to sustain social enterprises in manintaining social mission at the center of business?

- What added value can Systemic Design tools provide to organizational issues?

The first chapter introduces the background of this research concerning the historical evolution of the organizational concept and how organizations have structured themselves over time according to human consciousness evolution. This historical excursion brings us to investigate the management field on main theories and approaches. Such an in-deep study of the literature on organizational theories and models brought to light a need to consider more environmental, cultural, and human aspects. Next, the literature review examined design approaches that have approached the organizational sphere and started contamination with the management field—through the management and design evolution toward organizational issues, underlining their limitations in considering the complexity of the enterprise's environment, specifically of the SEs model. This overview was followed by a SEs introduction and how a different kind of interest leads to such a business model. The detailed study continues by linking SEs to sustainable development and social innovation; at the end, the discussion brings to light the need to pinpoint a development path for SEs that endorses social value by avoiding strategies and methods from the for-profit world that threaten identity. Finally, the Systemic Design(SD) has been introduced as an approach providing organizational implementation through a systemic view, participatory process, and social value preservation to support such a development path.

The second chapter completes the previous section by describing the literature review process in detail. The literature review determines an in-depth picture of SEs, framing the main problems and barriers to growth. Moreover, through the examination of the articles, the primary features of governance, organizational model and approaches adopted are defined. Furthermore, the chapter characterizes design evolution with a specific lens on SD and its suitable application on organizational issues. Following this purpose, the SD approach from Politecnico di Torino is detailed in its steps' methodology and lays the groundwork for implementing SD in SEs.

The third chapter describes the methodology that led this examination. It introduces the multiple research purposes starting from exploratory and concluding with participatory action. It continues defining the pragmatic paradigm adopted by research. The research type is driven by qualitative and quantitative data gathering. Moreover, it describes the research design process according to methodology steps in detail, from the literature review process to the SD approach, research, and data collection. Moreover, the phases were carried out to address research questions and objectives.

The four chapter defines the scoping study on organizational theories that have marked a turning point in organizational analysis. The final aim of scoping study is to determine the primary elements of each theory to be included in an interdisciplinary theoretical framework. The literature review targeting this aim identified the need for organizational implementation with a more holistic and systemic vision. To overcome this need, the

present examination suggests the SD approach as s suitable for this purpose. The result of this chapter is thus to integrate systemic methodology with the elements of the organizational implementation theories analyzed by the scoping study. Based on this, the interdisciplinary framework provides a design basis for developing systemic tools for social enterprises (Systo).

In the fifth chapter, the insights from scoping study are applied to design tools that guide SEs toward a holistic analysis of their organization while supporting co-design processes. To arrive at the actual design, a series of design toolkits are first analyzed to identify gaps to be filled by creating the new tools. Subsequently, multiple business model canvases addressed to non-profit organizations in the third sector are also analyzed. Again, the intention is to define the most suitable design methods for the new tools. The results are guidelines for the design phase and architecture of the new tools in accordance with the systemic methodology.

Chapter six frames the three contexts where systemic tools (Systo) are tested. In each context, at least two social enterprises were selected for testing. The three contexts, China, Denmark, and Italy, respectively, represent a variety of socio-political conditions where social enterprises have had different paths of development. On this basis, the chapter proposes an analysis of the development of the social enterprise model in the three contexts.

Chapter seven describes the process of validating the tools. Following an overview of the contexts in the previous chapter, it describes the SEs that took part in the tests and how the tests were conducted in the

form of workshops. For each enterprise, the context, the business activity, the workshop participants, and the results achieved are described. The evaluation of the tests expresses the capacity of the Systo tools to respond to the needs of SEs from different contexts. Furthermore, for each test, the implementations of the tools carried out after each workshop are described according to an iterative process of design-test implementation.

In the concluding chapter, the research objectives are highlighted, and an overview of the work is presented. The main findings from each research phase are discussed, and the valuable results of the thesis are described. Additionally, the chapter addresses the limitations of the research and explores new possibilities for the application and implementation of SD in the organizational and management field.

Explore

Chapter 1
Introduction

- **Research problem**
  The critical balance between economic and social aspects in the organization of social enterprises

- **Research aim**
  explore Systemic Design application in implementing strategy organization by co-participatory process in SEs

Chapter 2
State of the art

- **Objective 1**
  Understand the application of systemic design in organizational issues to social enterprise development.

- **Conceptual approach and research questions**

Chapter 3
Methodology

- **Research design**
  - ·Purpose
  - ·Paradigm
  - ·Type

- **Research process**
  - ·Data collection method
  - · Design systemic design tools for SEs
  - · Test and implement

Design

Chapter 4
Scoping study

- **Objective 2**
  Define elements for holistic organizational analysis and outline theoretical framework

- **managerial theories analysis**

Chapter 5
Tools design

- **Guidelines**
  for Systo tools from toolkits and business canvas analysis

- **Systo tools**
  architecture and modules according to interdisciplinary framework elements and systemic design methodology

Chapter 6
Test contexts

- **Objective 3**
  Identify case studies to test systemic tools and understand systemic design's added value.

- **Context exploration**
  data gathering on social enterprises historical evolution

Implement

Chapter 7
Experimentation

- **Objective 3**
  Identify case studies to test systemic tools and understand systemic design's added value.

- **Workshops**
  Undertake tests aimed at implementing the systo tools and enabling systemic methodology to co-design organizational strategy

Chapter 8
Conclusions

- **Objective 4**
  Determine the systemic designer's role in undertaking organizational assessment and fostering participated processes.

- **Theoretical contribution**
  reflection and research contribution

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4. Scoping study

5. Tools design

6. Test contexts

7.Experimentation in case studies

8. Conclusions

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Chapter 1

Introduction

This chapter provides an overview of the context and background of the research problem.

1.1 Research background
Human and organizational evolution

For the study purpose, background research was conducted to hold the finest comprehension of the "organization" concept. In the enterprise field, the degree of success is directly linked to the capacity for needs satisfaction in a specific environment. To efficiently answer those needs, the enterprise must have a strategy supported by a coherent inner organization. Thus, the evolutionary degree of an organization may be related to the needs evolution of humans and their living contexts. Bearing this in mind, the first background research retraces the organizational development in history, starting when humans organize themself to solve primary necessities. In this examination, the most crucial contribution is provided by Frederic Laloux [Frederick Laloux, 2013], and this paragraph delves into his point of view. Borrowing from the work of Frederic Laloux and Ken Wilber, evolutionary leaps correspond to leaps in consciousness in human evolution. Also, they find their correspondence in how organizations have structured themselves over time, defining them with colors. After an early primordial stage in which physiological needs dictated the need to organize, we move to more structured levels of an organization aimed at other purposes. The earliest organizational forms represented groups of people who, to survive in a chaotic environment full of competition, deferred to the decisions of a leader, usually the strongest in the group, which provided for the safety of his peers in exchange for total and absolute obedience, won and maintained by force. This

pattern is called Red organizations, driven by strong impulsiveness and aggression. Around 4000 BC, agriculture emerged in Mesopotamia, a starting point for the settlement of nomadic tribes and the birth of the first empires, states, and religions. In this context, conformist organizations took shape, in which strong stratification into social classes corresponded to absolute obedience to rules imposed by society or its most important elements. This organization includes military and religious organizations such as the Catholic Church. Unlike the former, these are in a very stable and easily predictable environment in which each person has his or her role to play and rules to follow. Such organizations are identified as Amber organizations. The third evolutionary leap corresponds to the scientific and industrial revolutions period. In this period, the world is no longer seen as something certain and predictable but rather as a complex mechanism with rules and natural laws to study. This mechanistic conception is also reflected in how organizations are set up, composed of many individual elements that collectively form a working machine. Orange is the defining color for these organizations. The view of the world and the organization as machines have been dominant

in managerial thinking today. The most important thing is to be better than others, beat the competition and generate the greatest profits. However, over the past decades, such a view has shown its shadows by merely emphasizing economic aspects without considering the welfare of workers and the interests of individuals, but rather promoting individual greed above all else. From these concepts, the new leap of consciousness gains momentum, thus moving to a vision of the organization that recalls pluralistic and family-oriented principles. In the late eighteenth and nineteenth centuries, in tandem with the abolition of slavery, women's liberation, and freedom of religion, principles of equality and freedom asserted themselves, giving rise to organizational forms without hierarchical settings, aiming at the empowerment of workers and supported by shared common values. This vision became even more established with the movements of the 1960s and 1970s. Nowadays, although the view of the organization as a machine is still the most prevalent in business and politics, the pluralistic view has taken hold in nonprofit enterprises, social enterprises among social workers and activist movements. Frederik Laloux, in his work on organizations,

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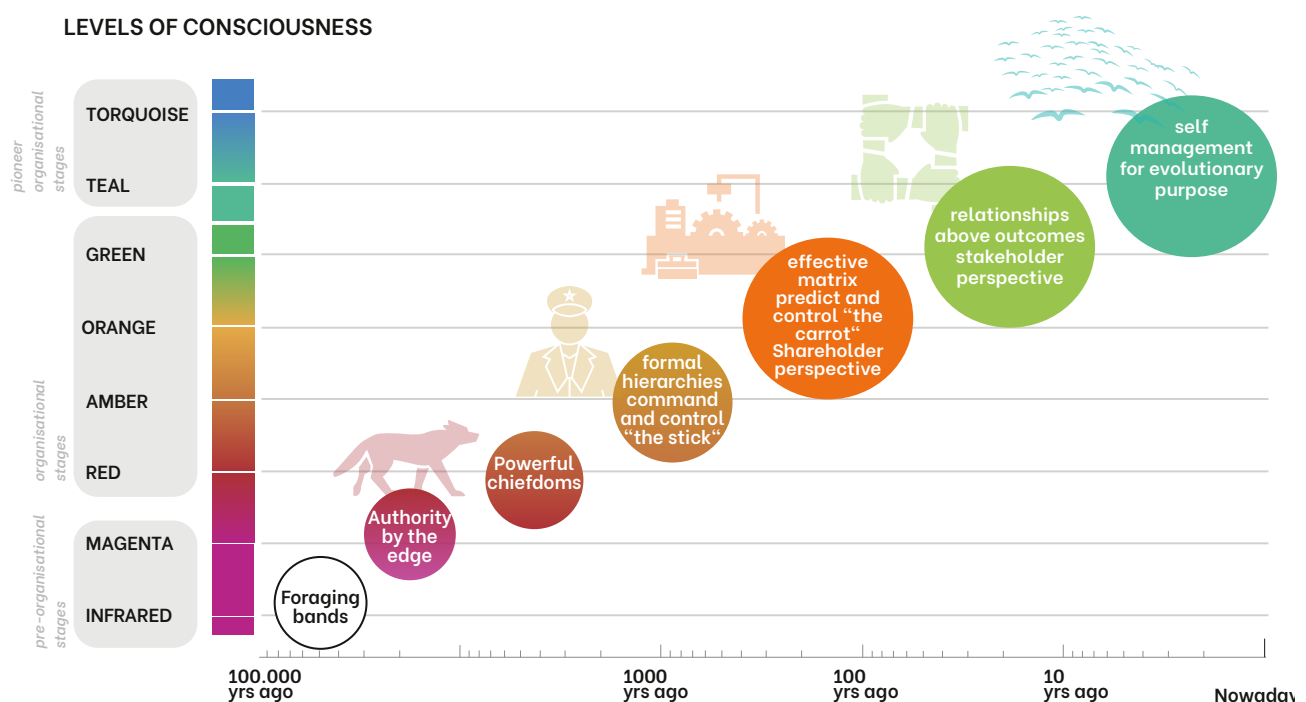
Fig. 1 - Laloux's view of human and organizational evolution - author's reworking

hypothesizes a further evolutionary leap, one that leads to organizations seen, interpreted and managed as living organisms, able to cope with the complexity of the external environment

naturally, in which individuals distance themselves from their egos and control freaks. Concerning this classification of organizations, a clarification should be made. An organization does not necessarily have to reflect one of the types listed above in totality. Within an organization, one can often find multiple configurations depending on the various areas' tasks. However, the intent of Laloux's work is to raise awareness about the change that we, as people, face in our private lives and especially in the social and work context in which we find ourselves.

Figure 1 summarizes the types of organizations according to Laloux's work and their evolutionary leaps.

1.1.2 organizational approach: the management

Following the organization's evolution, the next step was to understand how the organization has been analyzed and approached over time; management emerged as the first discipline to deal with that. Management is a discipline concerned with working with people and processes to enable the entire organization to achieve its goals best. Therefore, examining the management discipline and how it influences the enterprise's organizational aspects was essential to provide a more profound background in line with the research purpose. Since, according to Lalux, organizational evolution is linked to increasing human awareness; the researcher wants to comprehend better how humans applied to structure their organization and what aspects have influenced the organizational vision during the time. For that purpose, the present paragraph describes the management field and its contribution to organizational issues. Management as an organizational principle and a field of academic teaching has developed since the second half of the 20th century with the establishment of scientific management theory by Frederick Taylor in 1911 [Ferraro,2016]. Scientific management theory arose out of the need to increase productivity. Based on this need, Taylor introduced a reward system whereby if workers performed well, they would receive rewards in their salary.

Frederick W. Taylor (1856-1915) based his philosophy on four basic principles:

- Developing real management science to determine how best each task should be performed.
- Selecting workers scientifically so that each was responsible for doing what they were best suited to doing.
- The scientific training and development of workers. The close and friendly cooperation between management and workers.

Among the most famous applications of Taylor's theory is certainly Henry Ford's assembly line (the early 1900s); thanks to Taylor's new scientific management, the enterprise worked at a high level resulting in good profit, and workers could afford to buy the same product they had produced, in this case, the Ford "Model T." However, Taylor's theory had criticisms based on which other figures implemented their contributions. For example, Henry L. Gantt (1861-1919), who worked with Taylor on several projects, decided to abandon the issue of differential pay and proposed that each worker who completed a day's work should receive a bonus of 50 cents. He then added a second incentive. The supervisor would earn a bonus for each worker who met the daily standard, plus an extra bonus if all workers met the standard. Although Taylor and Gantt's goal was to improve work and productivity, they did not consider in their proposals the welfare and needs of individual workers, who were understood as people and not just cogs in the production machine. Along precisely this line of thought comes the contribution of Frank B. and Lillian M. Gilbreth (1868-1924 and 1878-1972). The Gilbreths argued that helping workers achieve their full potential as human beings should be the ultimate goal of scientific management. They studied workers' movements through a camera system to identify those that should be eliminated or modified to reduce fatigue and improve workers' physical well-being (Gilbreth & Gilbreth, 1973).

Advances in management theories and approaches

Subsequent scientific management developments occurred with the economic boom, a time when the

need to find guidelines for managing more complex organizations, such as factories, emerged. This need led to the development of classical organization theory, followed by the contribution of Henri Fayol (1841-1925), who was the first to systematize managerial behavior and define the 14 principles of management, arguing that management was a skill like any other and as such could be taught once its principles were understood. Over the years, several management models have emerged in response to various issues that companies have faced. To list a few, the Operation management model (Reid & Sanders 2012, Chase et al. 2007) is the science of production management, within which the Japanese models of Just in time and Total Quality Management have since emerged (Chiarini 2012, Orsini 2013, Evans & Lindsay 2011, Pascale & Athos 1981, Pyzdek & Keller 2013, Tague 2005); the management by objectives model (Drucker 1954); models based on corporate culture and image as a management tool (Balmer & Greyser 2011). the open systems models (Chesbrough 2007, 2011, Huff et al. 2013, Williams & Hummelbrunner 2011), focusing on the relationship between the environment inside and outside the firm; the human resources model (Boselia 2010, Mathis & Jackson 2011). Up to the development of models based on the application of Lean management in the service sector (Hanna 2007, Seldon et al. 2010). Finally, models aimed at change management and management skills development (Kotter 2012, Manolis et al. 2012). Each theory or model has an important influence in its field of application. This leads us to reflect on how the "modern" theory of management is a mosaic composed of many different theories that have proven effective and enduring over the past decades. However, the evolutionary history of management is still evolving so much that we can add the latest perspectives in the field of management, the systems approach, the contingency approach, and the dynamic approach. In particular, systems theory tells us that each segment of the activity of an organization has an impact on the activity of every other segment. In this sense, managers applying this approach know the importance of business and production relationship networks. This is all from a perspective that takes the organization and its productive efficiency as the first element, without any reference to the workers' side. Managers, consultants, and researchers who wanted to apply the concepts of the major schools to real-life situations developed the contingency approach (sometimes called the situational approach). They sought an explanation for why highly effective methods in one situation did not work in others. For example, how could an organizational development program work brilliantly in one situation and fail miserably in another? The logical answer came from the proponents of the contingency method: Results vary because situations vary; a technique that works in one case will not necessarily work in all cases. The dynamic approach stems from the realization that the environment in which businesses operate is increasingly subject to sudden and unpredictable change. Moreover, this approach recognizes that the environment within organizations is not a collection of impersonal forces. Rather, it is a complex network of people interacting with each other. Based on these new insights, managers begin to engage in relationships with other managers to jointly create the conditions in which their organisations will thrive or struggle. Michael Porter develops a variation of this approach; according to his competitive strategy, managers can influence conditions in an industry when they interact with rival forces, buyers, and suppliers. However, even in this case, while looking at internal company relations with a more conscious eye, the logic guiding the approach remains primarily that of putting the organization before everything else. Workers remain in the background, appearing as "tools" in the hands of managers to be directed to meet their personal and work goals. An in-depth study of the literature on managerial theories and models adopted for businesses has brought to light evidence that such models arise to increase productivity and enable businesses to thrive in competitive and changing environments without paying too much attention to environmental, cultural, and human aspects. In the case of businesses that are instead characterized by a dual nature, economic and social, is it possible to apply these models? Maybe there is a need to adapt the models to a different type of business and one that takes people into greater consideration as the foundational element of the organization itself.

1.1.3 organizational approach: the design

Since the organizational field includes a wide range of factors strictly linked that must be considered during enterprise analysis and development, it has become crucial to integrate the management perspective with other viewpoints. Indeed, with the increasing complexity that characterized the natural, social or economic environment, the univocal vision from one single discipline was insufficient to address evolving needs. Instead, new approaches from different spheres are required to contaminate traditional management approaches. Following this tendency, design was among the first disciplines to spoil with management and bring advantages to organizations' evolution. This paragraph describes design contributions to the organizational sphere starting from an evolutionary overview, then deepening into three design approaches and their method to organizational matter. If we look at history, design begins its journey by first dealing with the craft design and style component. Later, with the economic boom, its role is closely linked to the mass production that characterized the past decades and is still an integral part of today's economic system. However, design has its evolution, marked by evolutionary leaps that have shifted its domain from mere object design to a less tangible and more complex sphere (Jones, 2014). This change in application follows the evolution of socio-technical systems and operating environments that have become increasingly complex, forcing actors to modify traditional practices by adapting to emerging complexity. In this evolutionary leap, design has changed its role within organizations, becoming a tool that can promote innovative processes in strategy, management, and leadership. The path that has brought design inside companies as a promoter and activator of virtuous processes has also involved the contamination of design and management. Namely, these two disciplines have gone from being hyper-specialized in their respective fields of application to interconnecting with each other (Cautela, 2019). In describing the contaminations between design and management, we rely on the findings from the literature review, details of which are given below.

Among the first design approaches to be contaminated with management, I identified Strategic Design (StrD from here on). StrD is configured as a set of rules, values, and tools that can address the environment outside the enterprise and define a strategy and identity to ensure the enterprise's survival in the context of reference (Meroni, 2008). With a view to defining a solid strategy, StrD is first confronted with identifying and mapping problems. Therefore, the designer must understand the nature of interactions inside and outside the company. Once the designer understands the connections to the environment, actors, and barriers that hinder company growth, they will define the new strategy to lead the company to stand out from competitors. The first problem-identification phase results in defining a solid strategy that will enable the company to develop innovative business solutions. The next step involves the designer activating internal changes in the business organization that can support the new business strategy. In aligning strategy and internal organization, the designer interfaces with workers to co-design new workflows. Unfortunately, in this confrontation, mainly middle managers take part, who often decide what changes it is appropriate or not to activate in the internal organization, leaving all the remaining part of workers out of the decision-making process. With this in mind, StrD approaches organizational processes and addresses issues of strategy and innovation by prioritizing market aspects with a top-down direction. This results in an approach that aims to secure the company's and its owners' economic interests rather than the workers' benefits (Manzini and Vezzoli, "A Strategic Design Approach," 856). Concerning our literature research, StrD is applied in the corporate field and deals secondarily with organizational processes. As for its application in the field of social enterprises, the evidence is almost absent.

In this vein, strategy and leadership are at the core of the enterprise restructuring process. With the view to undertaking new strategies, adopting new organizational forms is a necessary step both to respond to increasing complexity in the business environment and to align the enterprise with the need to develop more inclusive and flexible working practices. (Schilling and Steensma, 2001; Balogun, J., 2007).

Therefore, the organization of new structures should complement organizational chart changes and work routines. Moreover, a key aspect to consider

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is that enterprise first consists of people who work cooperatively. Hence, the organization should adapt to the energy and special attributes of the people of which it is made up. Following this principle, the second approach is Organizational Design (OD hereinafter). OD promotes collaboration and co-design within the enterprise. In this sense, it can be said that OD represents an improvement for the enterprise reorganization discipline because it considers the enterprise structure going beyond the organizational charts and the job descriptions. Nevertheless, to thrive in the business environment, every organization must be designed based on context, and further, that context description must comprehend both structural and human components. As structural components, the organizational design includes goals, form, and strategy; otherwise, as human components, organizational design concerns work processes, coordination and control, and incentive mechanisms (Burton, De Sanctis, and Obel,2010). Building on J.K. Galbraith, who is considered an expert in the organizational field, the organizational design consists of creating and maintaining an alignment between the design and identity of the organization. Generally, the organization design process is led from a top-down perspective, first considering the strategy, goals, and structure and then controlling and coordinating people. Inversely if the process starts using a reverse bottom-up approach, it could generate conflict between tasks, goals, and strategy (Burton et al., 2010). In an organizational design process, the primary steps concern information gathering. Information is fundamental for organizations; by processing information, organizations can identify a problem, understand the context, choose what to do, and communicate with others. Every work involves an information process, and employees conduct knowledge-based activities within an organization, so it is fundamental to frame the information process among organization elements. Another primary step in OD is the definition of a unit of analysis. For example, as a unit is possible to consider the organization and the team project or units of production, departments, or a set of companies. However, the urgent problems OD must face are, first, the partition of big tasks into minor subunits and, second, defining how to coordinate the smaller tasks to reach efficiency and effectiveness. Practitioners must consider a broad range of organizational dimensions and their internal coherence and external fit. Moreover, an organization

is also composed of sub-systems, not always explicit, in dynamic relation to each other (Shein, 1965). These sub-systems could give not satisfying results for the enterprise if they are not comprised or altered by a non-studied organizational intervention (Balogun, 2007).

The consequences could be working deficiencies and establishing dynamics that sail against the fulfillment of enterprises' requests. Nevertheless, some literature contributions assume that such a model for designing an organization is too simplistic and does not allow one to thoroughly understand the complexity of modern organizations (Meyer et al.,1993).

The third approach analyzed in the literature review is Design Thinking (DT hereinafter). DT today is an approach employed to study and solve wicked problems linked to innovation development. Design approaches in organizations were initially focused on defining specific tools that team projects could use to "think like a designer" (Elsbach & Stigliani, 2018). Until today, these tools evolved in "Design Thinking" (Brown, 2008). DT's tools offer for-profit and not-for-profit organizations chances to develop innovative products or services, and as discipline, it is considered a source of competitive advantage (Dunne, 2018). According to Brown and Wyatt (2010), DT is a process that aims to promote the invention of products and services human-centered through inspiration, ideation, and motivation processes.

In this sense, the application of DT in the enterprise environment was strictly focused on product innovation.

Nevertheless, in 2000 the idea that DT could also be applied to intangible aspects such as services, processes and complex problems started to spread (Mulgan, 2007). This change of perspective constitutes a sort of evolution in the concept and application fields of DT. Following the evolution of DT, Social Innovation is today the field in which DT finds its best fitting. In this scenario, DT is seen as a tool to generate innovative solutions and promote co-design activities as participatory processes involving numerous stakeholders (Deserti & Rizzo, 2014). From an enterprise point of view, the DT is not involved in organizational processes. The DT process influences organizational culture to define the best way to behave in a work environment. Organizational culture is the norms, values, and assumptions an organization wants to promote as its proper identity (Shein, 2010, Dunne, 2018).

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DT could be defined as a problem-solving process and an attitude to think about problems (Conklin, 2005), specifically DT tools allowing an experiential learning process to develop organizational culture (Dorst, & Smulders, 2014). The main characteristic of the organizational culture designed by DT concern user-centered aim, collaboration and risk-taking. However, the application of DT within organizations to accomplish organizations' goals depends on its purpose, which can range from disruptive innovation, new organizational culture, improvement of products and services, and identification of new user-centered needs (Dunne,2018).

1.1.4 Findings from design approach literature review

In conclusion, after analyzing the literature related to the three design approaches that interact with organizational and managerial aspects of enterprises, it's clear that there are differences with the systemic approach, which was the main approach considered in the present research.

The organization approach, StrD, prioritizes market aspects with a top-down perspective that involves managers and middle managers making decisions based on economic needs. On the other hand, the Systemic Design approach involves all stakeholders in the decision-making process. This approach results in methods and strategies to involve all stakeholders regardless of their degree of involvement or responsibility. SD thus becomes capable of creating integration between top-down and bottom-up perspectives, contributing to the shared and sustainable development of enterprises and people. Turning to the OD approach, the aspects it considers in organizational analysis provide a practical starting point. In addition, OD's ability to emphasize how information transitions between enterprise elements come about constitutes an evolution in the organizational and structural analysis approach. However, the top-down tendency in how OD conducts the analysis is a disadvantage that it shares with StrD. The systemic approach is more effective in holding the two opposing views in parallel. In OD, the main obstacle to be addressed is the division of

units and efficient coordination of activities. This aspect is often a barrier to the implementation of change in the enterprise because the reorganization of activities according to new business units may often reflect the operational needs of the enterprise but clashes with the real needs of the people who work there and are faced with implementing changes that are not shared. Concerning this, SD applying the perspective of holistic analysis to the elements of the enterprise does not merely identify the explicit dynamics of the enterprise but seeks to bring to light relationships and patterns of activity that are implicit in the constituent dynamics. This results in a deeper examination of the internal components, upon which reasoning can be built on structuring already existing but hitherto tacit dynamics without necessarily creating new ones that might destabilize management equilibrium more. Finally, DT can be seen as an intermediary between design approaches that lean toward the sphere of management, such as StrD and OD, and a human-centered approach that approaches and recalls SD in some respects because of the complex problems it lends itself to solving. The DT approach is often applied to service innovation and social innovation, of which it is an activator through co-participatory processes (Gruber et al.,2015, Selloni & Corubolo, 2017). As subsequent developments, we can place today's DT as an approach for developing and implementing human-centered organizational cultures demonstrating interesting points of contact with the fields of social innovation and entrepreneurship (Elsbach & Stigliani, 2018). However, given the increasing complexity of organizations, systemic approaches are increasingly required (Lee, 2021), understood as those approaches that can consider both technical and social aspects within the systems under study. The SD can deal with both dimensions and thus not only spread a human-centered culture that aims at social innovation but also matches it with the technical characteristics of the organization. The added value that SD aims to bring to organizational innovation is to bring to light the informal sub-structures that form the heart of the organizational system. So rather than focusing on what is missing and how to design it from scratch, start with the existing resources and capabilities that organizational actors already possess. This reinforces and renews the existing (Lee, 2021) by pursuing the evolutionary idea according to dynamics that recall

the vision of enterprise not as a machine but as a living system.

1.1.5 Social Enterprise model

The concept of social enterprise (SE hereinafter) still finds it difficult to achieve uniformity in the international context. This difficulty in definition arises mainly from the many legislative differences between countries. Taking a step back, we can get an overview of the emergence of the SE concept from the work of Kerlin (2010). In her work comparing regions and states on the topic of SE, she identifies crucial moments in the emergence of this business model. Generally, it can be said that the main impetus is the weakness of states' funding programs. In fact, common to the United States, Eastern and Western Europe and South America, there was a major withdrawal of state support in the 1980s - 1990s

(Borzaga & Defourny, 2001). The variables that define the multiplicity of SEs are many; in the literature, the example that has best investigated and attempted to define this multiplicity is the work done by Kerlin (2010) and Defourny (2021). Kerlin's work goes so far as to argue that different socio-economic contexts are the main variable underlying international differences in SE, comparing SEs in seven regions and countries around the world. Defourny's contribution is a statistical examination to test the relevance of SE models with respect to country and context of origin. Despite the absence of a broadly accepted definition of SE, the work provides an analytical framework with various SE models. It shows that the model per se is neither country nor context specific. In light of this, considering SE as enterprises about the third sector today is not enough; it is necessary to try to distinguish the different types by referring to a theoretical framework that in this research was adopted from the work of Defourny (2021) as can be seen in Fig 2.

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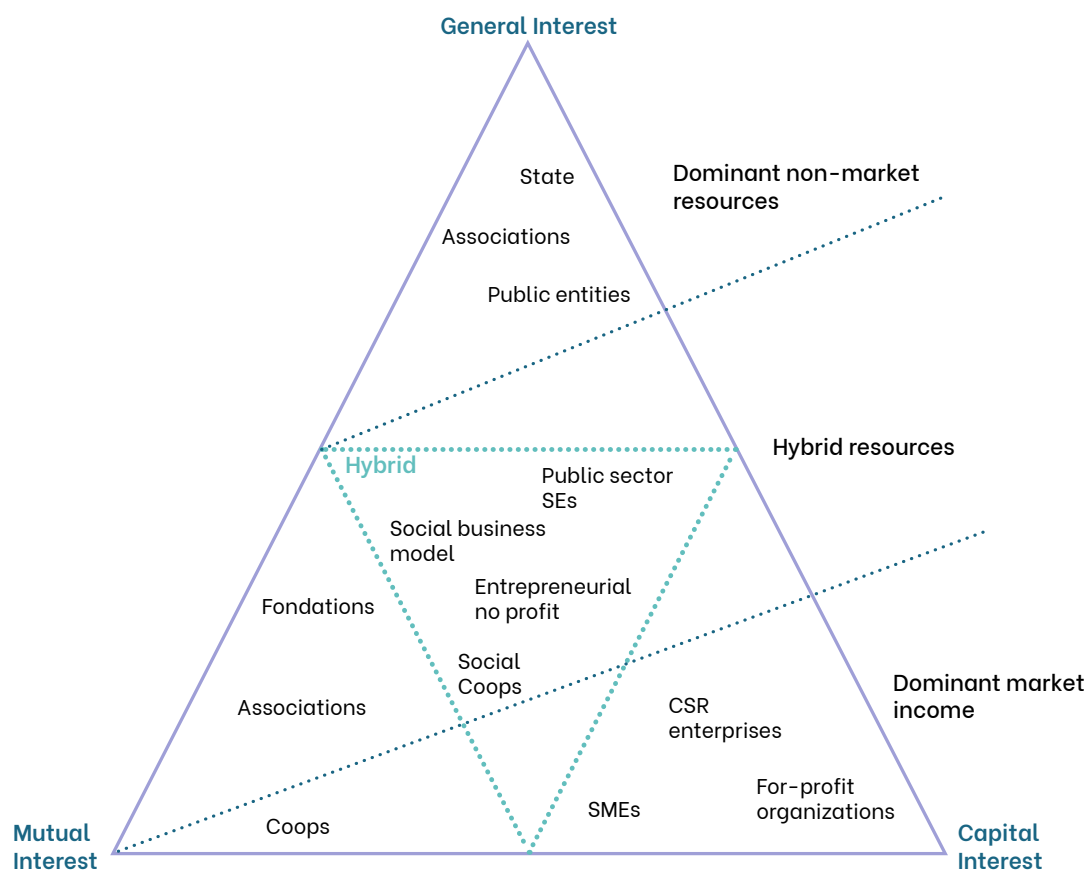
Fig. 2 - Social enterprises taxonomy - Personal elaboration from Defourny, J. & Nyssens, M. (2017)

The diagram represents a triangle divided into three parts of the same shape. Starting from the bottom left vertex, we find SEs characterized by mutual interest (MI). In these enterprises, stakeholders have decision-making power and income distribution among them is practiced; this ensures that the members' mutual interest is the goal pursued. In the bottom right vertex are the SEs characterized by capitalistic interest (CI); in these enterprises, the category of beneficiaries is different are people other than the stakeholders who control the organization. The top vertex represents those enterprises that are concerned with the general interest (GI), understood as interest in the community in which they operate.

Figure 2 illustrates the major SE models according to the type of interest

In this last triangle, the distinction becomes more blurred; for example, those enterprises in the CI summit can also be placed that nevertheless activate CSR actions.

The triangle in the middle represents all those entities under the umbrella of "hybrid" organizations. Hybrid organizations are proposed to solve current environmental and social problems but are addressed poorly by for-profit and nonprofit organizations (Haigh & Hoffman, 2012).

This research aims to develop systemic living tools for SEs. To design tools that can adapt to multiple types of SEs, an analysis was made of three different contexts that will be explored in more detail in chapter 6.

Social enterprises and the path to sustainable development

According to Defourny & Nyssens, 2013, the main objective of a SE is to generate social impact and not focus on obtaining profits for the organization's owners.

In fact, the profits generated by a SE are usually redeployed to achieve the social objectives pursued. How they pursue social goals vary depending on the type of organization. Generally, these enterprises act as a communicative bridge with public administrations and governments by seeking to develop business activities, products or services that can bring real benefit in addressing social issues

(Karré, 2018). The aspect that links the concept of SE to the need to find solutions to social challenges rather than pursuing economic goals distinguishes its evolution in different parts of the world. In each country, history and socioeconomic evolution have led to the emergence of SEs at varying times in different ways and forms (Kerlin, 2010). Despite the difficulty of standardizing the concept of SE, it can be agreed that they are a model closely related to social innovation and sustainable development (Hillman et al., 2018). In fact, they are enterprises largely involved in the social innovation process due to their contribution to creating the common good and their approach to interfacing with major social challenges (Karrè, 2018).

The capitalist economic model has proven increasingly unsustainable and has led scholars, policymakers, and entrepreneurs to seek innovative business models. Therefore, it has become necessary to rethink business considering social needs and changes (Boons et al., 2013, Proka et al., 2018). Against this backdrop, the evidence supporting the positioning of SEs as an alternative to the old business model is plentiful (Vasquez-Delsolar & Merino, 2021). The World Economic Forum, an international organization for public-private collaboration, came out in early 2021 in favor of SEs. In fact, it argues in its January 2021 call how SEs outperformed other industries and are able to create as many as 12 percent more jobs, figuring as key players in the recovery of the economy during the pandemic from COVID 19 (World economic forum, 2021).

The main bottlenecks to the growth of social enterprises

The uniqueness of carrying a dual mission sets SEs distinct from the rest of the entrepreneurial landscape. However, the duality is both a strength and a weakness; in fact, SEs face certain barriers that hinder their growth (Davies et al., 2019). Although the literature is poor in critical studies on barriers to growth, some research has traced and defined these firms' main criticality categories. According to Robinson (2006), the multiplicity of forms and structures that characterize SEs is a barrier to growth and market entry. Other studies point to

communication difficulties concerning different stakeholders (Dey & Teasdale, 2015; Mair et al., 2012). In one report, the European Union identifies as barriers to growth the difficulty in accessing financial resources, the lack of qualified staff, and the scarcity of business models that can skillfully combine the dual mission (European Commission, 2015). Some research attempts to go deeper, using case studies to extrapolate the barriers most frequently encountered by SEs. Along these lines, according to Davies et al., 2019 authenticity of identity is a key determinant; in fact, many SEs firms fail to ensure quality control for suppliers and the origin of products and raw materials. Very often, suppliers are mainly interested in cash flow and not in generating social impact. This leads to a lack of relationship between the two, generating an exchange but not from the perspective of mutual benefit. If SEs were able to communicate the social mission effectively and, on the other hand, suppliers began to interface with them in a supportive and helpful way in pursuing the social mission, the outcomes would be strong for both parties. Another aspect that impedes the growth of SEs is customer behavior. SEs must sustain economic sustainability by deriving profits from trading goods/services. Therefore, it is important for customer relationships to materialize and be able to move the customer from awareness to action. Again, SEs face a lack of understanding on the part of the market. On behalf of the market, they promote the activation of services that respond to stakeholder demands but, at the same time, must meet the needs of their subjects. However, in addition to the barriers that SEs face, there is another threat that undermines their survival and efficiency. Some of the literature addresses the issue of isomorphism as a driver of the demutualization of SEs (Bretos et al., 2020). J. Defourny 2013 defines isomorphism, referring to SEs as: "a progressive loss of their inner characteristics under the pressure of legal frameworks or professional norms spilling over from the for-profit private or public sectors." In the absence of an environment where social values can be cultivated and valued above profits, economic needs take over and push SEs to seek tools, methods and strategies typically adopted by for-profit enterprises (Lapoutte, 2020). According to the degenerative literature and the study by Bretos et al., 2020 democratic organizations, whether SEs, cooperatives etc…. over time undergo a deterioration of participatory structures. Somehow

during their evolution, democratic and mutualistic participation models fade and are in danger of disappearing under the weight of competition with for-profit enterprises and poorly managed structural growth. In their study, they reference the case of Mondragon cooperatives and the evolution it has faced since 2008, challenging the cooperative model. In this study, among the main critical issues that have emerged from discussions with workers are the aspects that have contributed most to the degeneration. The more cooperatives grew, the more there was a need to activate control mechanisms and managerial expertise to manage the increasing complexity. Unfortunately, according to workers, the managers in charge were mainly interested in efficiency rather than cooperative culture and social goals. Another example reported concerns the spaces used for member assemblies, which workers said had become spaces of representation rather than places to engage in member workers' active participation. However, opposition to the theory of degeneration raises the theory of regeneration, according to which it is possible to resist degenerative dynamics and achieve a healthy balance between oligarchy and democracy (Bretos et al., 2020; Storey et al., 2014; Travaglini, 2012). This path is viable by keeping the mutualistic and cooperative model firmly in place and seeking to recover active participation in labor and business decisions by members. However, what emerges from organizational studies of SEs is that tools and methods typical of for-profit enterprises are too often used and applied. Moreover, the difficulty of balancing social mission and economic benefit is a critical point for these enterprises. But to solve the problem, the value that SEs bring needs to be highlighted and made a fundamental element of their strategy and organization.

Social Enterprises, Management and Design

The above literature review revealed a difficult unambiguous definition of SE. The socio-economic evolution of different countries and the cultural fabric have been determining factors in the emergence and evolution of SES. Barring legislative differences, these enterprises are globally recognized as promoters and activators of social innovation and drivers in the ecological transition (Powell et al., 2019).

Unfortunately, the growing expansion of the social economy collides with a world still firmly tied to the capitalist dynamics that have governed markets and society for decades. Hence the danger of degeneration arises; SEs sacrifice the principles of democratic participation and governance to ensure their survival in the marketplace. Managerial practices applied as they are to this type of business risk undermine the pillars of their model. The consequence is being crushed by the tool they invested in to recover from an economic or organizational crisis. This evidence shows that management cannot be applied to SEs in the same way it is to for-profit enterprises. There is a need to orient the vision to the value these enterprises aim to create and on which they want to base the entire business action. From a design perspective, a very good propensity has emerged to stand as an intermediary between overly top-down approaches, strategic needs, and the more human side of the enterprise, trying to adapt actions to meet the needs of the people who constitute the enterprise. However, even design does not find fruitful application in SEs. Moreover, the organizational sphere is often treated indirectly; in some realities, design tools can be used for training activities when the enterprise wants to invest in knowledge sharing. The study of these two disciplines and their application in SEs was the starting point for identifying the purpose that this research set out to achieve, which is explained in detail in the following section.

1.2 Research problem

In recent decades, economic instability and political and social changes have strained traditional business models and development in the most advanced countries (Linzalone & Lerro, 2014). Future development perspectives have highlighted how traditional ways of doing business and unrestrained growth are drivers of environmental and economic collapse (Ferraro et al.,2015). However, viewing such problems solely concerning the economic and environmental spheres is reductive, which is why we speak of wicked problems. Wicked problems mean those problems intertwined with social and ecological systems (Levin et al., 2012), creating complex situations full of interactions and challenging to understand. Therefore, in order to address these scenarios and find alternatives to unsustainable development, it is necessary to promote more sustainable business models. The sustainability of a business model can be judged by its capacity for balancing the economic, social and environmental dimensions (Rauter et al., 2015). Since the 1990s, many firms have become more aware of sustainability and social responsibility issues. For example, Corporate Social Responsibility (CSR) is a practice that originated in the 1970s but has only begun to be truly integrated into companies in recent decades (Roblek et al., 2020). While globalization has helped to expand markets and open up many frontiers, it has also opened the curtain on its dark side: working conditions, human rights, and resource exploitation. Therefore, it has become essential for firms to integrate a social sustainability orientation into their business model (Moore, 2003). This awareness has led to the development of hybrid enterprises, also known as 'for-benefit' enterprises, which are in the middle ground between for-profit and not-for-profit models, i.e., enterprises that pursue social or environmental objectives while generating income to be redistributed among shareholders (Battilana & Lee, 2014). Among the enterprises that best combine economic profit with the satisfaction of social needs are SEs (Chell et al., 2010), the subject of this research. The definition of SE is still variable, as we saw in the Research Background chapter. However, the ability of these enterprises to combine entrepreneurship with the social dimension and place themselves in the intermezzo between market, state and society are an established and acknowledged characteristic (Baglioni, 2017; Costanzo et al., 2014; Defourny & Nyssens, 2008). Although they are recognized as enterprises that play an important role in supporting social inclusion (Centro Studi Unioncamere and Si. Camera, 2014; OECD, 2020), they must face

Barriers to growth and development

Context barriers

-legislation and policy
-business norms
-consumer and stakeholder culture

Business model barriers

-Isomorphism
-decision-making process
-human capital hire and empowerment

Value-based barriers

-alignement of scope and identity
-ethical and cultural differences
- work motivation and engagement

Responding to barriers

Territorial relationships

Engage consumers and stakeholders in partnerships to support appropriate contextual positioning.

Organizational strategy

No hierarchies, organizational vision as organic beings, drift towards autopoiesis and full empowerment of workers – multi-stakeholder decision making.

Value-based model

Knowledge transfer and sharing within organizations, active learning to involve people and allow their professional growth in the pursuit of social mission.

Fig. 3 - key barriers to growth and the response paradigm

barriers preventing or hindering their development. According to Teasdale (2012), the meaning of SEs has changed over time; SEs are the evolution of the concept of non-profit or voluntary, cooperative, and mutual organizations (Kerlin, 2010; Young & Salamon 2002, Nyssens 2006). This evolutionary process has blurred the distinction between private, public, and non-profit. We see the commercialization of non-profit organizations into profit-making enterprises or enterprises self-labeling themselves as SEs to accommodate the spread of this category in the policy. A further important aspect in the evolution of SEs is the institutional context of different countries. As the chapter of the literature review reports, depending on the country of reference, there may be different legislative frameworks that officially represent SEs (Vargas Vasserot, 2023). However, legal differences and policies confront SEs to respond to sometimes conflicting legislative demands. For

example, having meet financial criteria and simultaneously provide services/products that guarantee social welfare. The combination of these characteristics means that SEs
must choose different structural forms. According to Robinson (2006), the range of different forms and structures hinders the growth of SEs because it limits the opportunities that can be exploited at the regulatory level. In his study, Robinson identifies among barriers to the growth of SEs, the difficulty in entering the market, which is linked to problematic access to finance. SEs suffer from a lack of financial resources to make investments among their main internal problems (Bengo et al., 2016).
Nonetheless, the need to meet economic criteria is increasingly pushing these enterprises to imitate for-profit business models with the consequent danger of leaving the social identity in the background and losing the trust of employees and stakeholders.

The literature defines this process as isomorphism or as "coopitalist" enterprises, meaning a hybrid that borrows the social mission part from the cooperative model and the market and economic profit logic from the capitalist model. A side effect of isomorphism is adopting management practices to maximize economic returns and meet the objectives of partnerships with public bodies and private enterprises (Enjolras et al., 2021). Above all, this creates internal tensions towards prioritizing one of the dualities of the company's mission while risking leaving the social mission in the background. In addition, increasing market competition often forces SEs to reduce their profits from providing services. Although this dependence provides a source of livelihood for SEs, it is simultaneously a barrier to their development because of the scarcity of funds that public administrations are willing to invest in some of the main categories of services provided. For example, social care and ecological and cultural services. In addition, volatile markets have pushed many for-profit companies to compete in public tenders for services, increasing competitiveness and putting SEs in the position of having to exit the market because they are not competitive. Finally, among the barriers to growth is the difficulty in finding human capital. The economic and financial difficulties of SEs make selecting and finding qualified staff complicated. Moreover, wages are often lower than in other enterprises, and SEs must use non-financial incentives to motivate staff. In addition, there are sometimes problems in managing employees who come from private-sector jobs and find it difficult to align with the SE's principles and values. The role of managers should be to help them understand the social mission. To do this, managers or board members should seek a balance in including resources with both commercial and social skills. Finding the right balance can facilitate the achievement of the dual mission (Ramus & Vaccaro, 2017). At the personnel level, a challenge in the organizational set-up of SEs, especially in Work Integration Social Enterprises (WISEs), is the recruitment of people with disabilities who may have difficulties in performing tasks but who must necessarily be included in the human capital because they are part of the social mission (Spear & Bidet, 2005; Rey-garcía et al., 2019). In the literature, the pressure these enterprises face in reconciling their hybrid identity (social and business) and managing

internal conflicts is underlined by many studies (Battilana et al., 2015; Doherty et al., 2014; Powell et al., 2019). In this landscape, the need to manage internal conflicts and guide the organization in achieving its social objectives has led SEs to adopt management practices (Sanchis-Palacio et al., 2013). Unfortunately, when management practices are incorporated without a holistic understanding of the organizational context and without equally considering the duality of these enterprises, the success rate that such practices can lead to efficient changes is shallow (Battilani, 2012). Management aspects are very relevant internal factors for this research because they are intertwined with the organizational structure and consequently become elements to be considered in designing a business model that truly succeeds in including all people in achieving social and environmental goals. Based on the literature research findings, Figure 3 summarizes the main barriers to the growth and development of SEs. The key barriers to growth and the response paradigm adopted in this research are shown in Figure 3.

1.2.1 Research aim and objectives

Intending to find solutions and alternatives to the problems described above, this section describes the aim and objectives of the research.

In particular, the main aim is to understand what contribution the Systemic Design (SD) approach can provide in a business organizational implementation for SEs. In addition, the research aims to provide living tools that companies can use to undertake a participatory reorganization process based on value rather than profit interests. Thus, specific objectives have been defined and explained below to achieve this aim.

- To develop an interdisciplinary framework for integrating systemic methodology into organizational change.

Since SD has succeeded in intervening in enterprises' production processes, providing an essential contribution to a shift toward the circular economy, we want to define a basis for applying this

contribution to organizational processes.

- understand the full range of aspects to be considered during a company reorganization

SD and its tools help to understand the connections between the elements of the system and between the system and its context. This process provides a complete picture of the complexity of business systems and their internal organizations.

-design living tools for SEs that want to reorganize and co-design strategies.

Once the contribution of SD has been identified, it will be integrated and formalized into living tools that will be made available to social enterprises. The living tools aim twofold: on the one hand, to disseminate the systemic approach in organizational processes and, on the other, to enable SEs to structure themselves more consciously without losing sight of their core business, i.e., their social mission and participatory identity. In addition, the living tools aim to promote value-based reorganization, meaning the value of people, work, and the environment.

1.2.2 Research scope and direction

The main aim of the research, following the objectives, lies in SD as an approach that could bring new life to an area now saturated by management practices and, on the contrary, little explored by the field of design. We have seen that design has always made an innovative contribution to the disciplines and areas it has intervened. In addition, SD, thanks to its ability to observe a context holistically and grasp its peculiarities, can establish relationships and synergies whose primary focus is value. Value is the value associated with people. An organization is a complex system made up of and driven primarily by people; this characteristic is in line with the pillars of SD, for which people are at the center of the project. However, the centrality of the human being should not be understood as the intention to subject everything to human needs. From this viewpoint, SD proposes that the person's centrality is promoted by recognizing the value that people as actors in a

system can bring to the system itself.

On the one hand, let us think of an industrial system and the intervention of SD to redesign its process more sustainably and circularly. We find how SD succeeds in optimizing the use of material and energy resources. On the other, it can discover the possibility of establishing new relationships and synergies with actors outside the system, such as other companies and territorial realities. In this last step, people play a fundamental role since it is thanks to them that new synergies become possible and concretely feasible. The systemic vision and its ability to be involved in project processes make it possible to disseminate and share knowledge, activating participatory and collaborative processes that form the basis of the system's value. From the perspective of a business organization, the value generated by people and the skills they can exchange determine elements in developing sustainable organizations.

Nevertheless, SD is not recognized as a discipline that can deal with business organizations, and there is no evidence of what benefits it can bring to an organizational process. Although, the considerations made so far, coupled with the evidence of how SD can change a company's production processes, are the elements that drive this research to want to "enable" the systemic approach in the organizational context. In addition, combining the redesign of a enterprise's production processes with the reorganization of its people would allow SD to approach companies and deal with their problems at 360°. With these perspectives, the research applies the systemic approach to a particular business, social enterprises. There is a need to balance interconnected aspects but different values due to the nature of the enterprise. The priority these enterprises give to the people they are made up of is the perfect starting point for applying the systemic methodology capable of detecting the possibilities of interconnection and development of a new business system.

This research does not want to show that business administration, management and human resources disciplines are obsolete. On the contrary, the research wants to provide the basis for applying SD in a business organization to understand the complexity of organizations and design interactions and stimulating paradigm shifts.

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Chapter 2

2. State of Art

A literature review was conducted to inform the research process and develop a conceptual framework to guide subsequent research.

2.1 Social enterprises and approaches to organizational issues

This research addresses the phenomenon of SEs by developing and testing systemic living tools to foster a sustainable organizational model. For this essay, a critical review of the literature on the SE model and the main management and design approaches that have been applied to foster organizational change was conducted. Moreover, a critical review examines design and management approaches concerning SE. Thus, a literature review map (Figure 4) was defined to guide the process and to provide a framework for research themes and scope. The literature research was conducted by defining keywords to investigate within the central database as Scopus and Web of Science. Nevertheless, the additional contribution from other sources linked to Politecnico di Torino was integrated. A substantial review was conducted on SEs to understand corporate and organizational characteristics better. Moreover, to define the main problems faced by these organizations, the review investigates the body of literature on barriers to growth. The following step concerns research on organizational models adopted in a SEs environment and the approaches applied to foster organizational innovation and growth. In the last twenty years, more and more scholars from various disciplines and the field of management have shifted their attention to SEs. These enterprises have been studied from multiple perspectives to understand the complexity that characterizes them. For example, studies in the literature analyze differences in birth and evolution in different countries

(Defourny & Nyssens, 2010a; Kerlin, 2006), governance (Low, 2006; Mason, 2010), financial aspects (Sunley & Pinch, 2012), and general aspects such as the evolution of the concept of SE (Galera & Borzaga, 2009)

Despite this, there needs to be more literature on studies that examine the organizational models of SEs. However, in the Italian context, some research finds the main characteristic of the

to achieving the social mission. This is because the social field has an uneven conception of profit. Profit is often conceived as unfavorable because it is linked to traditional enterprise. With this in mind, it is essential to clarify that profit in SEs is just as important as the mission because it allows activities to be pursued over time and not perish in front of the market. This awareness is also the basis for the difficulty found in many SEs in keeping economic

Keywords	organisational change		organisational innovation			social enterprise	
Approaches	Knowledge management	Organisational design	Design thinking	Change management	Human centered management	Strategic design	Dynamic capabilities
n°articles	49	39	31	27	22	8	6
Gaps	Few bottom-up actions aimed at organizational improvement	Mismatched tools for organizational implementation of social enterprises		Lack of internal resources for implementation and innovation strategy		demutualization and loss of democratic and participatory governance principles	
Research questions	Can Systemic Design deal with organizational problems in social enterprises context?		What aspects a systemic organization change needs to consider to sustain social enterprises in manintaining social mission at the center of business?			What is the added value the Systemic Design tools can provide to organizational issues in social enterprises?	

Fig. 4 - Literature review map

organizational model for a specific type of SE, the social cooperative (Poledrini, 2011). The following steps focus on the management approach, which has been studied as a primary approach to dealing with organizational issues. After an initial overview of the management, as introduced in chapter one, the research refines the keywords to contextualize the application of management in SE environments and for organizational intervention. In this refining process, a first problem emerged linked to a little application of management processes and practices, especially those concerning organizational aims. Again, the primary evidence comes from analyzing realities in the Italian context. According to Simone Poledrini (2011), management is, first and foremost, a tool, and its effectiveness must be assessed according to its use. In the context of SE, management can be seen as an aid to achieving the social objectives. Nonetheless, there is often a belief in SEs and social co-operatives that management tools are optional

needs in balance with the priority of the social mission. Similarly, the application of management can lead to the demutualization of the business model and lead the SEs towards isomorphism to for-profit realities if not appropriately placed in the ecosystem. On behalf of that evidence, the analysis of organizational models could be more profound in SEs. However, evolution and growth sometimes prompt these enterprises to adopt management tools and strategies to improve their governance. The risk they face is that applying management as it is usually applied in the field of for-profit enterprises may lead to losing some members' adherence to the enterprise's mission and values. Furthermore, applying management in the field of social entrepreneurship without tailoring it into context and to each specific case opens the way to a loss of social vision. This evidence from the literature has therefore prompted research to investigate which approaches to change can be used for SEs.

2.1.1 Approach to change in enterprises

The next step was to investigate in more detail which approaches can support change in the enterprise. In this step, the research focused on two main areas, management and design. The former is well established in the corporate field as a tool for implementing structures from an organizational and economic point of view. However, given the critical issues that emerged from the literature search regarding the application of management in the social field, it was decided to investigate more thoroughly what might be the best management models for change or the best theories to integrate an interdisciplinary theoretical framework. In this investigation, theories closely linked to the importance of knowledge within the enterprise emerged. Knowledge, considered an element able to maintain competitiveness in the market, is linked to the people who possess it or use it to perform work tasks and weave informal relationships that imply a high degree of influence in the firm's structure. These relationships implicitly influence an enterprise's structure. They can reveal as central elements in the path of the reorganizational process. Within this context, the contact point between management and the SE environment is the importance of people. Consequently, it seems assumable to adapt these theories to SEs' characteristics and needs. The second, the design, is because it constitutes, in the first instance, a disciplinary field of reference for this research and, secondly, because, over the years, its ability to adapt to the enterprise's requirements for innovative development has become increasingly evident. Thus, looking for design approaches applied in SEs and for organizational purposes revealed that design in this area is not widely applied. Rare experiences of design thinking approaches can be found in SEs, primarily cooperatives, with the purpose of the inclusion of people with disabilities. In these contexts, some design thinking tools, such as brainstorming and participation in problem-solving, are used to implement the delivery and use of services. However, intending to gain a deeper understanding of how design can intervene in changing the structure of a business and in what ways it has been introduced into the business field, new questions have arisen. In this vein, the research wants to question how design is applied in an enterprise and how it deals with issues related to organizational processes. This interrogation about the role of design in the organizational field leads to defining three main design approaches often applied in an enterprise environment to accomplish different scopes, such as defining a solid identity, designing an efficient organizational culture and stimulating innovation and organizational behavior. The literature review map on the three design approaches was described in the previous section. After the main steps to frame the boundaries of the research and identify the main gaps, another issue emerged. Although the research aims to apply SD to the organizational process of SE, the results show that design, in general, is little used in the field of SEs, and even less so SD.

Literature review process

This literature review considers scientific articles concerning design and management approaches connected with the topic of SEs. I proceed with a qualitative review focusing on my research questions, aiming to provide an innovative contribution to the design field and to enlarge the application of SD. Moreover, to allow an exhaustive comprehension of the SEs, I included the social science, anthropology, and HR research area. The search strategy was conducted by first defining the keywords following research questions as *social enterprise *third sector *organizational change *innovative organization *management approach *management strategy *human-centered management *design approach *social design *systemic design *systemic thinking. Then a broad literature review was conducted using a combination of these terms within the selected database. The first step of the literature review aimed to understand how much the research topic is investigated in the scientific field. Then, I focused on identifying what approach among management and design is more applied for organizational purposes in SEs. After the first step of research and a primary skimming of articles, I refine the keywords, as the Figure 4 shown. Next to the first phase and selection of the most interesting articles, I reviewed the papers' titles, keywords, abstract and bibliography to maintain the most important and add some other interesting contributions.

Findings

The first evidence from the literature review revealed that SE is a theme that encompasses different fields: from social science to psychology, from education to business, and from economics to sustainability. According to the main contributions, the peculiarities of these enterprises fit into a complex equilibrium among economic and social needs (Costanzo et al., 2014). The reference context to which these enterprises belong lies at the intersection of three main areas: the social economy, social entrepreneurship, and the solidarity economy. (Figure 5) The duality that characterizes such corporate reflects on facets of multiple types of SEs .The differences are tied to how business models combine a social mission with economic profit and legal classification among countries (Figure 6). Thus, due to the different legislation countries have adopted to define these organizations, finding a standard and univocal definition is difficult, as I deeply explained in previous chapter. However, literature research shows common points about the adversities of enhancing and expanding their activities. First, the organizational form is generally

linked to the activities sector and the type of SE business. The possibilities are to combine for-profit and not-for-profit activities in a form defined as integration or differentiate the activities in a form called separation (Battilana et al., 2012). Robinson's (2006) research delves into the intricacies of the economic field and highlights a range of obstacles that may hinder success for SEs or individuals seeking to enter the market. These barriers can take on multiple forms, including financial hurdles such as high entry costs, institutional barriers that require adherence to existing norms and regulations, cultural barriers that stem from a lack of alignment with market expectations and values, and social barriers that may impede access to valuable networks or hinder community engagement. By identifying and understanding these barriers, individuals and businesses can better navigate the economic landscape and work to overcome these challenges in pursuit of their goals.
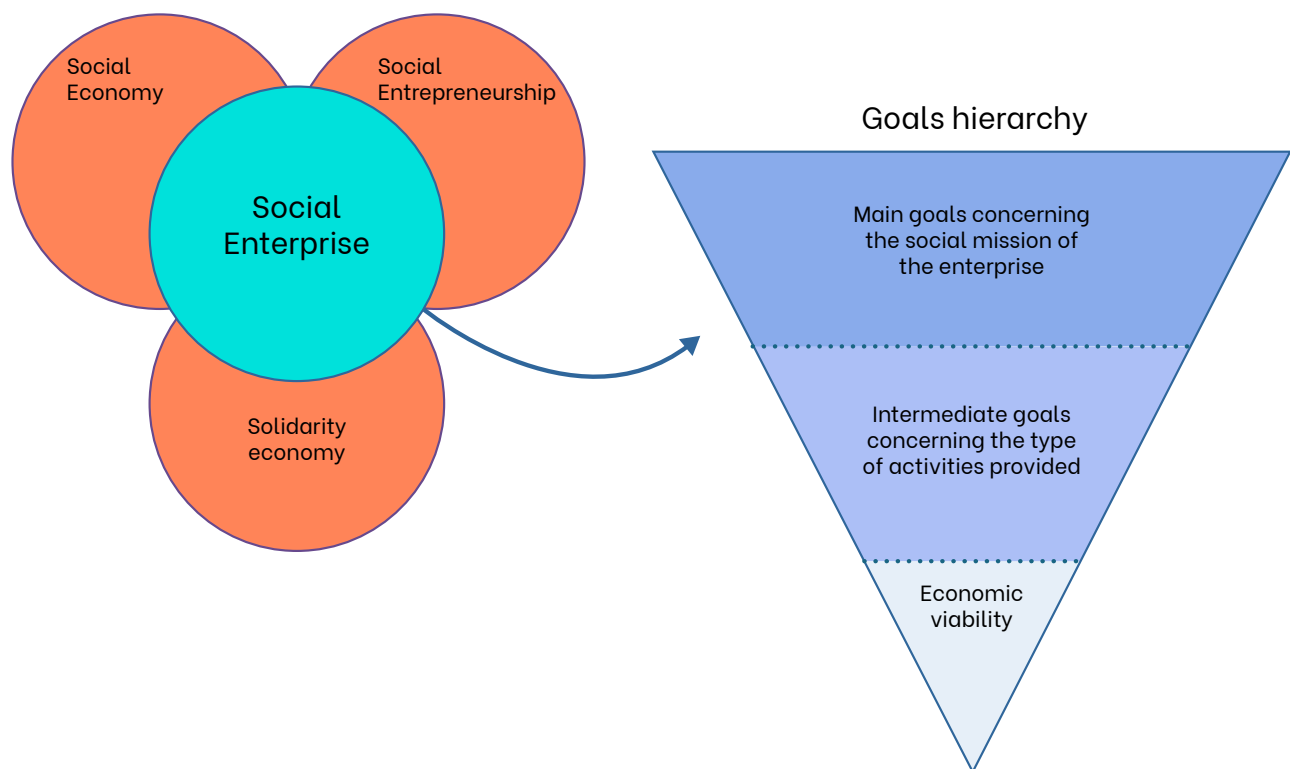
Fig. 5 - SEs framework and goals hierarchy

An essential contribution to explaining barriers to SEs is provided by Davies et al. (2019). Their study clearly defines barriers to growth for SEs which I have deeply described in the background research section. Then, although the contributions of scientific management in the literature are large, the evidence of its application in the field of SE ran out. During the first research on databases, the primary management tools or approaches that emerged were, respectively, knowledge management (161 articles), human resource management (547 articles) and change management (934 articles) and Dynamic capabilities (89 articles). The tools and approaches tackle mainly organizational change finalized to digital transformation, performance increase and workers satisfaction, changes in the market segment, new working routines, production efficiency and innovation in enterprise processes.

Nevertheless, the research needed to be refined because of many resulting contributions concerning the application in for-profit enterprises. Thus, a hole in management practices emerged in the SEs fields. After refining keywords, the number of articles collapses until 1 or 2 contributions for each approach. Specifically, the dynamic capabilities approach has been used to define the barriers to digital transformation in an agricultural cooperative. Knowledge management has no practical application in SEs or cooperative fields. Two studies have applied human resource management to identify the best strategies to maintain business continuity and improve human resources management. Shifting the focus to the design approach, the results are almost similar, but it was most difficult to frame the design application in SEs. The search results at first glance provide high numbers of articles, around 2,676; unfortunately, the refined phase brings to the lowest number, thus because the term "design" is often linked to method or found in the abstract text as a single world but with no linkage with the SEs.

Nevertheless, after several refinements of keywords and search strings and comparing the few results obtained among the selected databases, I finally selected four design approaches to indagate: Design thinking, Strategic Design, Organizational Design, and Systemic Design. These four design approaches are well explained in chapter one to frame the background research. However, it can be stated that even design thinking is little applied as an approach to social enterprises. Where it is applied, it supports

innovation development in terms of services and/or products offered. On the contrary, the organizational and strategic design has no evidence of concrete application in social enterprise, nor does the Systemic Design.

2.2 Systemic Design as the approach toward a sustainable business model

During the exploration of design evolution towards organizational issues, it emerged how design disciplines evolved to provide solutions to the increasing complexity of society. One of the ways designs suited to society's complex challenges was the enrichment of the system thinking practices and theories. The peculiarities of systems thinking have usually been focused on systemically analyzing and understanding actions and the nature of societal experience to frame the complexity. So, the design discipline integrates the research phase with practical actions to intervene and accomplish a positive societal impact (Ackoff, 2004). In this sense, Sevaldson and Jones, 2019 argued that the bridge between design and system thinking gave birth to the new discipline of Systemic Design (SD). There is a high interest in embracing SD perspectives and methods in work with public or social sectors and the industrial field. It is correct to argue that SD is a contemporary system-oriented design approach to tackle complex challenges in actual reality. Nowadays, we can assume that all systems are social because human action has interfered with planet ecosystems heavily (Stockholm Memorandum, 2011), thus impacting all ecological and natural systems. Peter Jones (2014) declares about SD:

" Systemic design is not a design discipline (e.g., graphic or industrial design) but an orientation, a next-generation practice developed by necessity to advance design practices in systemic problems. As a strong design practice, the ultimate aim is to co-design better policies, programs and service systems. The methods and principles enabling systemic design are drawn from many schools of thought in both systems and design thinking. The objective of the systemic design project is to affirmatively integrate systems thinking and systems

Adaptation of the company form

Legal status of social enterprise (under development)

Legal status of social enterprise

Adaptation of the cooperative form

Statute and legal form for social enterprises

Louxembourg
Societé di impact sociétal
(under development)

Denmark
Law No. 711 of 25/06/2014 on
registered social enterprises

United Kingdom
Community Interest Company
(CIC)

Belgium
Social Purpose company

France
Société coopérativ d'intérèt
collectif (SCCIC)

Spain
Social Initiative cooperative
under Narional law 27/1999
and regional laws

Portugal
Social solidarity cooperative
under Cooperative Code
Law No. 51/56

Italy
Social cooperatives as per
Law 381/1991
Law on Social Enterprises
(155/2006)

Malta
Social Enterprise Act
(Under develoment)

Latvia
Law on social enterprise
(under development)

Finland
Act on Social Enterprise
1351/2003

Lithuania
Social Enterprise
(Law IX-2251)

Slovakia
Act No 5/2004 on
Employment services

Slovenia
Act on Social
Entrepreneurship (20/2011)

Poland
Social Cooperatives as per
Act of 27/04/2006 and Act on
Social Enterprises (under
development)

Czech Republic
Social Cooperatives under
Commercials coorporations
act No. 90/201 Coll

Ungary
Social Cooperatives under
Act No.X of 2006 on
cooperatives

Greece
Limited Liability Social
Cooperatives (Kol.S.P.E.) as
per Law 2716/1999
Social Cooperatives
Enterprises (Koin.S.Ep.) as per
Law 4019/2011

Croatia
Social Cooperatives under
Cooperatives Act (OG 34/11,
125/13)

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Fig. 6 - Social Sector and law in Europe
Legal recognitions for social enterprises
Source: European Commission, 2015

methods to guide human-centered design for complex, multi-system and multi-stakeholder services and programs."

According to Jones (2022), SD emerged and started its development from a small group of researchers and design scholars exploring system changes. The primary event where people exchange studies and presentations was the first Relating Systems Thinking and Design Symposium held in 2012 at the Oslo School of Architecture and Design. On this occasion, contributions to SD were more exploratory and analytical; after years, evidence of SD application started to come from more exploratory methods and studies concerning social innovation, socio-technical systems design, service design, public policy, and consultation. Many researchers express interest in SD and try to define its theory and application. As stated by Ceschin & Gaziulusoy (2019), SD embraces elements of biomimicry and Cradle to Cradle with a territorial focus on industrial ecology. Industrial ecology is a field of study intended to improve industrial systems, especially in enhancing material and energy flows and the linked effects on the planet (Lifset & Graedel,2002). Furthermore, Barbero & Fassio (2011) stress the territorial approach related to SD as an investigation among local socio-economic actors, resources, and assets to boost synergistic linkages among agricultural, industrial, and natural processes in a specific territory. From that point of view, the SD is framed as an approach able to create interconnected solutions to solve complex dares within the current scenario, including social, environmental, and economic variables.

Moreover, in contextualizing the SD and its field of approaches, Jones (2014) highlighted the evolutionary process in four domains of design which follow increasing complexity in their sphere of reference:

Artifacts and communication: the making face of design, as the traditional and initial phase of design practice

Products and services: this phase sees the design as integrating the previous one with the value creation practices and methods, as well as service design, user experience and product innovation

Organizational transformation: design as a practice to direct a change in work practices, business strategy and organizational structures

Social transformation: design as a practice for complex social systems, community situations and policy making.

As a systemic designer, the traditional design methods and tools represent the fundamental competencies to develop a new manner to study the system's complexity. Jones (2014) states:

"By integrating systems thinking and its methods, the systemic design brings human-centered design to complex, multi-stakeholder service systems as those found in industrial networks, transportation, medicine and healthcare. It adapts from known design competencies - form and process reasoning, social and generative research methods, and sketching and visualization practices - to describe, map, propose and reconfigure complex services and systems."

In addition, SD can span the spectrum of applications in different fields and scales. Contributions in the literature demonstrating this variety describe the application of the systemic approach in social domains to support co-design processes and socio-technical innovation in public institutions (Bijl-Brouwer & Malcolm, 2020; Jones, 2018; Mortati & Villari, 2014); in territorial domains to support and collaborate on sustainable development of communities and policies that regulate actions on territories Barbero & Bicocca (2017), Pereno & Barbero (2020). Even the designer assumes a new relevance as a mediator of knowledge and facilitator of analysis and understanding of the complexity in question. Indeed, the systemic designer, thanks to its tools, ex. Giga-maps (Sevaldson, 2011) and Holistic Diagnosis (Battistoni et al., 2019) can manage the amount of field and desk research data and return the information in a more accessible and easier-to-understand mode for the stakeholders involved. Visualization, creativity, and systemic thinking enabled the designer to make new connections in the system that can lead to innovative solutions. The ability to hypothesize new development avenues paves the way for the designer to interconnect multiple elements in a system and bring about new products, services, and relationships.

Today, SD is internationally relevant through numerous research networks, schools, and centers that have made systemic methodology a new way of designing solutions to human needs. An example is the Systemic Design Research Network (SDRN), a cooperative research and education group that was established in 2011 in collaboration with OCAD university, whose goals were to disseminate and advance SD, including by convening an annual international symposium, RSD, which is now in its eleventh year. Since 2018, SDRN has become the Systemic Design Association (SDA) association with the active involvement of many international universities. Key ones include Ontario College of Art and Design University, Oslo School of Architecture and Design, Politecnico di Torino, and the National Institute of Design in India. In addition, other entities internationally also treat SD and apply it in a variety of areas of both research and business. The table 1 briefly describes the main academic research groups and their respective areas of study to provide an understanding of the current landscape of actors promoting SD. Although SD is a relatively young methodology, the main peculiarity and difference with other approaches for sustainable development are that it can be declined in very different areas, and its action can take place at different levels, from the individual product to the design of a territorial system. This aspect makes each of the described centers adopt its specific declination of the systemic approach, as shown in the table below.

After gaining more knowledge about the international research strands of SD, the reader will be able to better understand the approach chosen by the present research, which finds its foundation in the Systemic Design approach developed at the Department of Architecture and Design of the Politecnico di Torino. As we have seen in the literature review chapters, the declination of the systemic approach for corporate reorganization purposes has not been tested to date. Moreover, none of the approaches presented in the table has adopted the systems approach for this purpose. Therefore, the present research has chosen the method proposed by Politecnico di Torino because the methodology developed and the topics covered allow this approach to be implemented in a new field of application, such as organizational implementation. The following section will describe the methodology proposed by Politecnico di Torino.

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Entity	Approach	Application fields
Strategic innovation Lab (sLab) *OCAD Universiy, Toronto, Canada*	The Strategic Innovation Lab is a community of practitioners, students, teachers and professionals in various fields, from design, business, and policy, who aim to produce transdisciplinary processes and projects. The mission of the centre is to create meaningful change through sustainable solutions. The action research is focused on providing tailored plans to deliver significant social objectives. Moreover, the sLab was an anchor spot for the birth of the Systemic Design Association, a membership-based organisation aiming to advance systemic design methodology and practical application through expert studies, stakeholders workshop, and social research. The methodological approach concerns the development and implementation of multi-stakeholders and multi-environment systems to address wicked problems in various healthcare, policy and business sectors. Jones(2014) describes the principles of this methodological approach as follows: **Idealisation:** Through the idealisation of future scenario, is it possible to find multiple scenarios coherent with an intent **Appreciating complexity:** The complexity of a problem is defined by the multi-causal problems and social factors which form the intricated net of relationship. The design should aim to identify wicked problems and make them comprehensible. **Purpose finding:** All systems can be implemented to have a purpose, but that purpose can be framed and designed in agreement **Boundary framing:** the problem framing aims to define the most suitable design approach for the environment and target **Requisite variety:** In a complex system, the role of design is to step from individual creator to collective planner and collect the widest variety of stakeholders. **Feedback coordination:** Feedback coordination is related to the level of the system in which it is designed and is embedded in the design process itself **System ordering:** Designers' task is to identify the best tools for visualising all system components in order to spread awareness of the dynamics of complex scenarios **Generative emergence:** Complex systems are characterised by emergent features that govern their course and development. Emergent characteristics arise from a simple initial condition and may reveal intrinsic purposes. **Continuous adaptation:** Continuous evaluation of the system, with the involvement of stakeholders, is required to intercept possible changes of direction and intention. **Self-organising:** Design strategies must increase social participation, through which self-organisation is strengthened and interactions within the system increase	*Projects on business sectors, educational services, health and policy to improve social impact*

Table 1 - main academic research groups on Systemic Design

Entity	Approach	Application fields
Systemic Design Labs *IRL* *ETH Zurich*	Systemic Design Labs (SDL) comprises a multi-facet community of people with different backgrounds who try to blur the border between science, design and praxis to become able to deal with the complexity of daily world situations more holistically. SDL is currently hosted by the Institute for Spatial and Landscape Development (IRL), a group of Planning Landscape and Urban Systems (PLUS) at the ETH Department of Civil, Environmental and Geomatic Engineering. The SDL want to provide research and learning opportunities in the real world through systemic innovations. The key concepts which stimulate actions are: **Systemic Design:** a common background where system thinking and design melded to develop new practices **Hybridising science and design:** due to the inadequacy of analytical and descriptive tools of science and design practices to address complexity independently, the purpose of the lab is to combine methods and processes to provide a solution-oriented and synergistic process. **Regenerative systems:** foster regenerative design to restore degraded systems based on culture and cooperation **Design for resilience:** adaptive systems can withstand sudden changes, and they can transform themselves according to the desired direction **Sustainability science:** The science must balance social and economic well-being, fostering participation, and use of technology in respecting ecosystem service capacity **Transformative praxis:** Practical solutions and actions to aim at desired changes within a system **Circularity:** circularity aims to close the resource loops by analysing their type of input and output both quantitatively and qualitatively to create mutual benefits **Organic emergence:** Due to the unpredictable dynamics of complex systems, their emergent properties need adaptively tools and techniques which come from an organic way to deal with the emergence.	*Research on implement systemic design methodology rural development in connection with urban space and education tools*

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Table 1 - main academic research groups
on Systemic Design

Entity	Approach	Application fields
Systems Oriented Design *Oslo School of Architecture and Design Oslo, Norway*	The Systems Oriented Design (SOD) aims to help designers better handle complex problems. The primary mission of SOD is to combine the tools and capacity to react and innovate design with the system thinking ability to describe the interconnectedness of complex issues. The design method consists of an in-depth data analysis that is then returned by focusing on visualising the complex relationships that drive stakeholder action. In this context, systemic thinking takes the form of a design skill characterised by specific tools such as gigamapping, ZIP analysis and other supporting methods. The methodological approach governing SOD action has been described by Selvadson(2011,2018) in eight principles: -**Acting proactively and spatially with complexity;** In the design process, adopt visual aids to support and facilitate the management of complexity -**Co-design the co-understanding of the system by sharing senses from multiple points of view;** build through exchange between parties a common understanding of the complexity -**Emphasise relationships for nodes;** The components of the system must be perceived as a set of systemic relationships. -**Pass through time and space;** to understand the relationships that exist between individual units -**Interconnect problem areas;** complex problems must not be simplified in order to be understood but analysed in their complexity -**Take advantage of a range of feasible systemic interventions;** identify and distinguish various possibilities of related solutions -**Perceive the forms of the emerging holistic system;** define the overall appearance of the system and create a shared vision of its holistic form -**Evaluate possible systemic consequences;** every systemic intervention leads to consequences that must therefore be analysed	*Research on merge systemic approach to architectural design, projects on local ecosystems, and environment*
Systems Thinking in Design *National Institute of Design India*	In the National Institute of Design (NID) India, the SD approach incorporates Systems Thinking as a layer at the end of the design process. This approach focuses on the effects that components cause on a complex whole characterised by multiple parameters that link the user and environment throughout the life cycle. In the NID approach, it is crucial to recognise the relationships and interrelationships that refine the system to address complex issues on multiple social, environmental, cultural and economic levels.	*The research aims to improve local skills and know-how in support of craftsmen and culture. Projects are designed to promote better utilisation of natural resources and to design integrated services*

Table 1 - main academic research groups on Systemic Design

2.2.1 Systemic Design at the Politecnico di Torino

Systemic Design, born at the Politecnico di Torino, finds its origins with Luigi Bistagnino, Professor and architect, an expert in SD and circular economy. The work done during his university career laid the foundation around the 2000s for the birth of the research group Design Sistemico (Systemic Approach), which then activated in 2002 the Laurea Magistrale "A. Peccei" in Design Sistemico, Politecnico di Torino. The research group aims to apply the systemic methodology to design production systems that follow the principles of nature's circularity, in which the output of one system constitutes the input to support another system, with a view to zero emissions and zero waste. The systemic methodology developed here borrows from other methodologies to integrate the principles and extend them according to a systemic view. The three main initial theories are the cluster theory, according to which geographically limited groups can coexist and develop by sharing resources, skills, raw materials and suppliers with each other. This reinforces existing equilibria and supports the emergence of new businesses within the groups (Porter, 1998). The second theory is Industrial Ecology which starts by imitating biological systems to increase the efficiency of industrial systems and reduce energy consumption and waste (Frosch, 1994). The third theory, Industrial Symbiosis, fits into Industrial Ecology for pursuing goals within geographically described areas. The difference is that although they collaborate and exchange resources, they remain separate entities. Even in this theory, the primary aim is to optimize resource exchange, output/input matching and stakeholder interrelations (Chertow, 2000).

SD builds on these theories and proposes a new approach based on the concept of open systems. In practice, SD leads to the design of systems in which flows of matter and energy are generated and balanced according to the needs of the local ecosystem. Through the active participation of the target community and all stakeholders, the environmental impact of the designed system is reduced, and virtuous social and economic flows are generated. (Barbero,2012).

To support that paradigm shift, SD raises five guidelines around which the approach has been developed (Bistagnino, 2011):

1, Output becomes input: within socio-technical systems, every scrap (output) becomes a new resource (input) for another, pursuing sustainable development and boosting a circular economy.
2, Relationships generate the system itself: during the system analysis, every element and flux have the same relevance. Adopting a holistic view, it is possible to identify new connections and strategies for sustainable production and consumption.
Autopoietic systems: Inspiration from nature teach how systems maintain balance and auto-generate. Even socio-technical systems must aspire to open system perspective and exchange material and immaterial fluxes equally.
Acting locally: the environment where systems act is intrinsically connected to it. From that perspective, socio-technical systems should enhance all resources rooted in their environment, boosting new mutual activities within the local territory.
Humanity at the center of the project: the shove of a new paradigm places human beings with their ethical, social, cultural, social, and biological values as the primary focus of developing a systemic project.

The systemic approach generates awareness concerning connected systems, boundaries, external effects, and related feedback. In practice, SD deals with complex systems and interconnected solutions between the biosphere, in the sense of natural resources, the socio-sphere, about knowledge and culture, and the techno-sphere, about material and energy flows. In this sense, it is evident that given the many elements to be considered in analyzing a system and identifying solutions, an interchange of knowledge between the systemic designer and professionals from other disciplines is necessary. Due to this capacity for the interaction of expertise and the flexibility of the approach to be dropped on different contexts, SD has been applied in many projects ranging from the industrial context, the agricultural sector, the food chain, and policymakers. Thus, in agreement with Barbero (2012), the SD approach brings several positive outcomes:
-Environmental: it decreases and efficiencies the consumption of local resources, incentivizing more sustainable production processes
-Social: by sustaining preexisting balances, it creates

job opportunities intrinsically linked to the space to which it belongs

the new system aims at zero emissions and zero waste, enhancing the relationships between actors
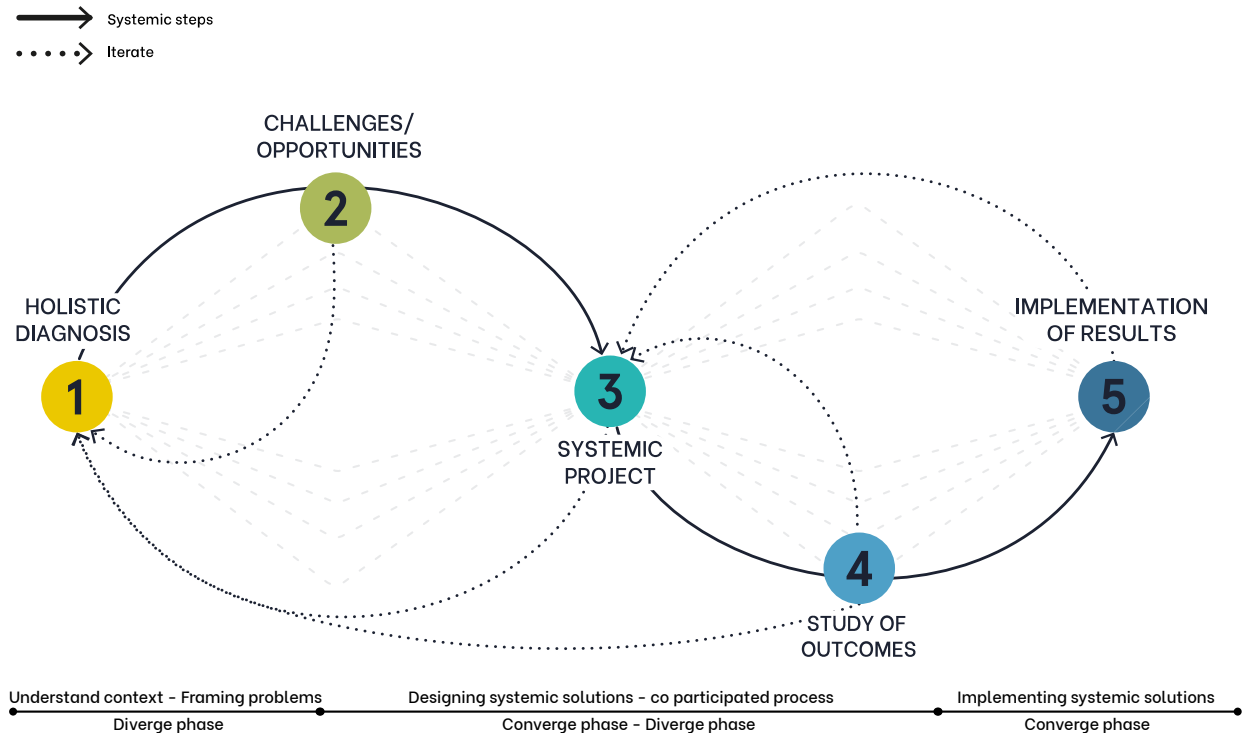
Figure 7 - Systemic Design methodology, Politecnico di Torino

-Economic: the improvement in the use of resources leads to the reduction of costs and the consequent competitiveness of local realities in the context.

In supporting the practical application of SD, the research team has refined the methodology over the years, which consists of six steps (Battistoni & Barbero, 2017; Battistoni et al., 2019):

1- Holistic Diagnosis- the tool for analyzing and visualizing the elements characterizing the socio-technical reference system. The analysis consists of two main steps (Pereno & Barbero, 2020); the first is to frame the flows of matter and energy. The second broadens the analysis to include the demographic, social and cultural aspects that define the system. Depending on the project's scope, the analysis will be directed more toward specific processes.

2-definition of problems and levers for change: After visualization of the current system and its characteristics, one identifies critical issues and possibilities to develop eco-guidelines to define a new complex system.

3-Design of the system: starting from the guidelines,

and emphasizing the value of waste as new resources.

4-Study of outcomes: preliminary stage of assessing the benefits the new system produces socially, environmentally, and economically.

5-Implementation: following the benefits study, the feasibility of the new system and business model is assessed.

6-Results analysis and feedback: the inputs created by the implementation support the project and indicate new possibilities for development from an autopoietic perspective.

During the five steps of the methodology (Figure 7), the designer's role is adapted to the activities to be performed in a co-participatory and inclusive design perspective. For example, the holistic analysis tool depicts the elements of the system in terms of actors, resources; information flows, energy and matter and thus enables the visualization of a complex amount of data in a shared way that supports participatory design processes (Ceschin & Gaziulusoy, 2019). The designer must assume the role of mediator when facilitating the mediation between different

knowledge. Another aspect of interaction in which the systemic designer is involved is the mediation between the needs of the stakeholders that make up the system. In addition to pooling expertise to define the best strategies, implementations must meet the needs of all system stakeholders in a balanced manner. Thanks to these capabilities, the centrality of humans is maintained throughout the process and allows the designer to emphasize the local peculiarities of each system (Battistoni et al., 2019).

The systemic approach developed at the Politecnico di Torino has been successfully applied in multiple contexts. At the academic level, the degree course in Ecodesign has been renamed the Aurelio Peccei 'Systemic Design' degree course since 2003-2004. In this course, students can learn SD through the study of actual cases thanks to the collaboration with local companies. In addition, the Sys - Systemic Design Lab research group has successfully applied SD in European projects to foster the transition to a circular economy (e.g., RETRACE Interreg Europe Project; Progireg H202o project), to experiment with innovative ways of valorizing outputs from food supply chains (e.g., Innova EcoFood financed by the European Regional Development Fund of the Piedmont Region), to stimulate the digitalization of the Circular Economy in emerging sectors (e.g., DigiCirc H2020 project). In addition to funded projects, the research group also undertakes collaborations and studies with companies and realities in the Piedmont region (e.g., Luigi Lavazza S.p.A, Agrindustria Tecco s.r.l.).

In this scenario, this research aims to use the SD approach developed at the Politecnico di Torino and extend its methodology for the study and organizational implementation of SEs. The SE model recalls many of the principles underlying SD. Therefore, the starting assumption is that it is possible to adapt the methodology from these principles to provide SEs with tools to support them in their evolution without losing their social identity.

2.3 Final Considerations and research questions

The preceding literature research has attempted to frame and understand SEs organizational models, management and design applications for organizational purposes. The evidence given above proves that both approaches are poorly applied, and where they are used, they do not concretely address organizational aspects. However, the literature on management and SEs highlights difficulties in successfully applying this approach. The general tendency is to apply management tools and strategies without adapting them to the specific type of enterprise; indeed, they merely repeat the dynamics and methods traditionally applied in for-profit companies. This modality leaves out essential elements for SEs, such as the centrality of workers' interests and social priority rather than economic impact. Some studies show that applying management strategies without adapting them to the social context is counterproductive and can often waste time with no improvement (Yaari et al., 2020). Additionally, an overlook of the main organizational structure adopted by SEs reveals that often an elementary structure characterized them. Generally, only after a growth period does a SEs feel to improve its structure and governance. But it often involves adding a control mechanism, clarifying hierarchies, and formalizing operations to avoid customization in the service provision (Doherty et al., 2014). At the same time, the few findings on design engaged in organizational issues in SEs prompted me to investigate whether this lack is due to a shortfall of interest on the part of social enterprises or whether there are other reasons. In general, we have seen the organizational framing of SEs is often on two levels; on the one hand, a simple dimension based on elementary hierarchical structures with few levels of authority and characterizing small SEs. In these enterprises, the collaborative aspect is essential, mainly because the availability of both financial and human resources is limited. On the other hand, some enterprises adopt structure from the point of view of hierarchical levels and thus seek to respond to specific needs, for example, having to structure themselves more concisely to respond to the development of products/services or an expansion of the target territory. In this case, the trend is to look to for-profit entities and use the same management and organizational strategies. This tendency, on the one hand, imposes internal growth, both at the enterprise level and of individuals, to align with standards that are not peculiar to this

business model; on the other hand, it can prove to be a weakness in that it affects the tacit dynamics that govern activities and relationships, and this, in the long run, can compromise the effectiveness of operations. In line with a stronger internal structuring of the enterprise, other issues may arise concerning recruiting people with appropriate skills to fill the roles defined by the new organizational chart. In many cases, this causes a tendency for few people to fill roles of responsibility and management, finding themselves with a work overload and developing an operational-strategic dependence that, in the long run, can weaken the enterprise or compromise its growth. Staying on the operational side, social enterprises, especially some types such as cooperatives, associations and hybrid enterprises, can develop a strong dependence on public entities as their primary service providers. This dependency is a problem since public and political authorities do not recognize SEs as providers of valuable services to the community but consider them in a subordinate role and do not give them due value in filling the gap in welfare actions and policies. From the perspective of the affirmation and development of SEs, this is one of the main barriers to growth. Regarding the internal sphere, there is often a lack of long-term planning capacity. On the one hand, these enterprises are recognized as being able to respond quickly to imminent and urgent problems and have proven this even during the complicated years of the pandemic, and on the other hand, there is a lack of skills and visions that support the development of plans that can develop over the long term and thus provide more excellent stability for the enterprise, also to gain greater independence from public bodies. Regarding the procurement of resources and know-how to be integrated into the organizational set-up, SEs are confronted with the scarcity of economic resources. They thus cannot compete with for-profit companies that can offer onerous remuneration for higher-level positions. Nowadays, the hectic pace and cost of living imposed on many people a compulsory choice when choosing a job, i.e., to favor the economic offer. However, effective communication of the value generated and the principles behind the business can help social enterprises find people more interested in making value choices for themselves and society. In this respect, a recent trend of producing social reports to communicate and witness the work of the company and its impact comes to the rescue.

However, to produce an excellent social report, it is necessary to start with collecting the data needed to measure the impact; in this sense, many social enterprises have not yet understood the importance of this practice, with a view to fundraising and stakeholder involvement. One of the side aspects of the final output of this thesis is also to accompany social enterprises to gain an overview of their activities and the impacts they generate . However, while management speaks a language closer to the for-profit sector, collaborating is more challenging. Instead, design can more easily step into a socially motivated context and interact to stimulate and co-lead internal change.

On this view, the literature has shown that when applied, design, like management, does not address organizational issues but is more often used to innovate products or services through creative and collaborative approaches such as design thinking. However, the business model and the economic and social context in which these companies operate have shifted my attention to the need to address and dialogue with a changing complexity. From this reflection comes the intention to understand if and how the SD approach can be applied to these enterprises and if it can address organizational issues. Design, in general, has always stood out for its ability to mediate knowledge. Consequently, it is assumed that adaptation to the reference context and customizing tools to the work context is more immediate. SD also reflects this capacity for adaptation. It presents a particularly suitable approach for dealing with complexity and identifying and developing new synergies and relationships that can foster a circular and sustainable model. Therefore, we can state that the literature gap shows no evidence of the application of design in SEs for organizational purposes; however, we can assume that design would be an approach capable of approaching organizational issues.

Furthermore, the author assumes that SD could respond to the needs of these enterprises in a comprehensive manner due to its ability to address complex scenarios.

From these reflections arise the main research questions:

-        Can Systemic Design support organizational implementation in social enterprise?

-        What aspects a systemic organizational change needs to consider to sustain social enteprises in manintaining social mission at the center of business?

-        What is the added value the Systemic Design tools can provide to organizational issues in social enterprises?

Research questions	Can Systemic Design deal with organizational problems in social enterprises context?	What aspects a systemic organization change needs to consider to sustain social enterprises in manintaining social mission at the center of business?	What is the added value the Systemic Design tools can provide to organizational issues in social enterprises?
	exploratory	explanatory	descriptive
Method	literature review	• scoping study • toolkits and business canvas analysis	• Systemic Design methodology • case studies selection
Objectives	to frame the social enterprise model and collected insights on the main approaches to supply organizational change	to define aspects to be considered during an organizational analysis and outline elements to include in the systemic tools	identify case studies to test systemic tools and understand which added value Systemic Design approach can provide
Outputs	•new paradigm for organizational model • main challenges in social enterprises •managerial and design methods for organizational change	• interdisciplinary theoretical framework • guidelines to integrate systemic approach in design tools for social enterprises	•systo tools •workshops on tests contexts

Figure 8 - Research questions methods and outputs

<u>Methodology</u>

This chapter is an introduction to the research methodology; it describes the purpose, type, strategy, and design of the research.

3.1 Introduction

The research process implies creating new knowledge throughout different steps and phases. In other words, research can be described as a systematic investigation in which data are collected, analyzed, and interpreted to "understand, describe, predict or control an educational or psychological phenomenon or to empower individuals in such contexts" (Mertens, 2005, p.2). Such processes may fall into different data-gathering methodologies, analysis, and research paradigms that fill the literature concerning research methodologies. According to O'Leary (2004), research methods and procedures have increased significantly in the last forty years in the social and applied sciences. In this project, the research is approached with an "open" system perspective which lies with a real-world research approach (Robson, 2002). To quote Gill and Johnson (2002), research in this context is about investigating and solving a real problem. Although most organizations will only consider research beneficial if it leads to tangible and measurable outcomes, here in applied research, there is also the chance to use research for validating or building a theory; here, it is basic research. However, the term real-world refers to numerous contexts such as organizations, communities of people and digital communities, parks, and schools. Considering that the variety of real-world environments could disorient both readers and researchers, clarifying the concept of "real-world research" better states that any context where human beings congregate for communication, relationships, or discourse falls under this definition (Gray, 2014).

Moreover, an essential aspect of real-world research is sourcing information

from broad fields of study such as management, communication, sociology, anthropology, psychology, philosophy, and economics. For that type of research and an interdisciplinary approach able to intertwine multiple ideas and approaches from different subject backgrounds is required. The researcher needs access to the working environment and social context to gain the variety of information necessary to investigate a specific problem and its resolution.

Bearing this in mind, the present investigation comes from the real-world research approach where the role of the design appears as a discipline to approach open systems in the real world (Robson & McCartan, 2016), improving understanding of specific social or organizational problems and producing findings of significance and value to the society.

3.2 Research purpose

Generally, the study purpose is the first step in designing a research project. Identifying the purpose is part of the definition of the research method in the research design, which the researcher notes along with the type of research, approach, design, subjects or participants, measurement tools, and procedures. Thus, in the purpose of the research decision, all these aspects should follow a logical sequence concerning adopting a quantitative, qualitative, or mixed-method approach to the study. The concept of research purpose links up many researchers who distinguish between two or more kinds of research purposes; De Vaus (2002) distinguishes descriptive from explanatory research, while Engel and Shutt (2013) distinguish four, namely exploration, description, explanation, and evaluation. According to Fouchè and De Vos (2011), research objectives can be achieved through exploration, description, explanation, correlation, evaluation, intervention, and action research. Within a research project, more than one purpose can conform to the same study, even if one will generally dominate others. Furthermore, according to Alston and Browles (2003), it is normal for most studies to include elements of more purposes, considering the nature of the research problems and the field knowledge. Based on those studies, a brief explanation of such categories:

-Exploratory research

This approach is often a prelude to a more detailed study; it generates initial insights within a little-understood issue and combines to develop questions to investigate more deeply and find innovative questions and ideas for future research.

-Descriptive research

This approach aims to describe phenomena, situations, or events not primarily concerned with causes and accurately determine the actual situation. Much social research is descriptive and uses multiple data-gathering techniques, both qualitative and quantitative.

-Explanatory research

This research seeks to identify causes to determine causality between factors and understands the effects on a social phenomenon's behavior to predict how it will change or vary with other variables. Generally, this kind of research intends to generate data on large numbers of cases and use statistical analysis to interpret data.

-Evaluation research

This research assesses intervention or practice in real-life situations in the social world. It can be conducted by adopting a mixed-methods approach to determine whether an intervention has produced the expected results.

-Intervention research

This approach aims to formulate, create, and test new programs to prevent or mitigate social problems and increase the quality of life. The researcher must be an expert in the field of study and understand the practice situation. In this research, both the quantitative and qualitative research paradigms can be integrated.

-Participatory action research

This research implies the involvement of a community to diagnose a problem in a collaborative effort and support the collaboration among researchers and participants in improving or solving problems within the community. Also, in this approach, both quantitative and qualitative paradigms are admitted. Hence, the present research place itself for multiple research purposes. The research purpose was exploratory at the beginning as it investigated a

little-understood issue and developed questions and insights to comprehend it better. Hereafter, the research purpose was also participatory action, as it involves a community diagnosing problems and trying jointly to solve them. The choice to combine two purposes come from the contribution of the Systemic Design approach in the social enterprise organizational context, which still needs to be examined. With special consideration of organizational problems and solutions, starting from people's needs and possibilities.

3.3 Research paradigms

The choice of paradigm in research is a paramount step in setting down the study's intent, motivation, and expectations.

The term "paradigm" assumes a different definition in literature, and many authors discuss it differently (Cohen & Manion, 1994; Creswell, 2003; Neuman, 2000). However, it is possible to define the research paradigm as something broader than a theory: it is a vision of the world, the reading grid preceding theoretical elaboration. For example, in social sciences, the paradigm differentiates from natural sciences by introducing the status of humans and social phenomena (Walliman, 2017). Nowadays, several worldviews characterize social work research, such as positivism, interpretivism/ constructivism, transformative and pragmatic, which are of nature philosophical. With this view, the paradigms can be considered practical and conceptual tools to solve particular research problems. . Table 2 summarizes primary paradigms and the corresponding methods . This research adopted a pragmatic paradigm to carry out the project. As stated by Mertens, 2005 pragmatist researchers sustain that accessing the truth in the real world is possible only by integrating multiple methods and philosophical frameworks. As a research paradigm, pragmatism aims to solve a practical problem in the real world. The pragmatism paradigm focuses on the human ability to learn, think, and make choices in different environments to respond and interact with them, adapting and

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Paradigm	Methods	Data collection tools
Positivist external, objective, and independent of social actors. Possible applications in the social world rely on the assumption that the social world can be studied as the natural world. Test a theory or describe an experience.	Quantitative. Even if qualitative methods can be used but it is less frequent	Experiments Quasi-experiments Tests Scales
Interpretivist/ Constructivist Socially constructed, subjective, may change, multiple. Tends to focus on participant's views regarding the studied situation	Qualitative methods predominate but quantitative methods may also be utilized.	Interviews Observations Document reviews Visual data analysis
Transformative Intertwine research with policy and politics with the aim of changing the lives of participants, the institutions in which people work or live, and the lives of researchers.	Qualitative methods with quantitative and mixed methods.	A diverse range of tools – need to avoid discrimination. Eg: sexism, racism, and homophobia.
Pragmatic External, multiple perspectives are chosen to best answer the research questions. The research problem is central and it is possible to use all approaches to understand the problem.	Qualitative and/or quantitative methods may be used. Methods are adapted to the specific questions and purpose of the research.	May include tools from both positivist and interpretivist paradigms. Eg. Interviews, observations and testing, and experiments.

Table 2 - main research paradigms

modifying in different ways (Koenig et al., 2019). Furthermore, as a research paradigm, it can choose among various methods and perspectives; the final goal is to find the best way to understand people and their environments (Kaushik et al., 2019).

In that perspective, the outcomes can result from multiple realities and points of view, thus embracing a plurality of methods. Furthermore, combining qualitative and quantitative methods allows insights and interesting data to support future actions and improvements (Saunders & Tosey, 2013).

3.4 Research Type

After having framed the research paradigm, it is paramount to define the type of research that this work has adopted to carry out the results. Following the pragmatic paradigm explained above, this research is driven by qualitative and quantitative data gathering resulting in a mixed-methods approach. The combination of qualitative and quantitative is mandatory for two reasons. First, pragmatist researchers arrive at a conclusion after a

broad consideration of all interactive aspects among people and their environmental contexts. Obtaining data and information from human experience, needs, and context is preeminent. Second, let us read the research through the System Thinking lens. It is immediately evident the necessity to combine a mixed-method approach to explain the nature and behavior of different systems. Moreover, to quote Capra & Luisi (2014), a multidisciplinary approach is required to map a given context.

Similarly to the pragmatic paradigm, System Thinking wants to understand a phenomenon within the context of a more extensive system. According to System thinking, qualitative and quantitative research methods could happen in unison because they can integrate and complement each other. This process of complementation facilitates data visualization through a so-called Systemic Mapping in which all qualitative and quantitative data are organized intuitively to facilitate the comprehension and interpretation of complexity in a specific context (Berg & Pooley, 2013). However, the information and data from desk research must be verified in the field to perform careful research. In this perspective, the research work involved database consultation in gaining quantitative data

about the reference territory and the impact of social enterprises within the local context. Thus, the researcher needed to adjust holistic diagnosis data to the selected context due to applying the Systemic Design approach to a new theme of organizational implementation in social enterprise. Moreover, to enable a multi-perspective vision of the system and its actors, the researcher gained information and data from interviews during an Italian case study analysis to enlarge the system's border and take into consideration multiple experiences and worldviews from the workers. In this context, the research project aimed to implement a participatory strategy to change organizational behavior and structure in the social enterprise environment.

3.5 Research design

The final step in the research process definition concerns preparing a series of actions that align with the study's purpose and paradigm to solve the research questions and objectives. The research process aimed to provide good data and information to produce/obtain valuable results and define the research boundaries and limitations. With this in mind, the present study consists of 8 sections:

- Introduction and background context (Chapter 1)
 -State of the art (Chapter 2)
 -Methodology (Chapter 3)
 -Scoping study (Chapter 4)
 -Tools Design (Chapter 5)
 -Contexts and tools test (Chapter 6)
 -Experimentation in case studies (Chapter 7)
- Conclusion (Chapter 8)

To adequately address each section of the present study, a methodology with several phases was adopted, which followed one another not always in a linear fashion but often in parallel. A representation of the research methodology is proposed in the figure 9.

3.5.1 Literature reviews

This step lays the groundwork to acquire knowledge on the main subject of the present research and frame state of the art. A critical review concerned the SE model and the leading management and

design approaches adopted. In the second chapter, a literature review map can be visioned to understand the process that guides the review. The literature review map also aimed to define a background where the main areas of study lay and are linked to the research scope. The first step in the literature review process was determining keywords to investigate the main scientific contributions in the selected research fields. The keywords have been used within Scopus and Web of Science databases; scientific resources from the Politecnico di Torino database have also been investigated. Next, extensive research was conducted around the main objective of the research, the SEs, to determine their peculiarities in organizational aspects and model and identify the main barriers to growth. The following sub-step was an investigation search for management and design approaches within the SE model. It was paramount to understand what management approaches had already been applied and if they had promoted effective changes. Results from literature research showed few applications of management approaches within a SE, even if there was some evidence for a specific type of SEs, such as agricultural and financial cooperatives.

Nevertheless, the management application was to improve market strategies or develop new services; no results for organizational change arose from this part of the research. Regarding design and its application in SE, the literature review showed that design in organizational issues needs to be applied differently. However, outcomes highlighted that a few design thinking applications are well appreciated to introduce and develop problem-solving mental models useful to tackle enterprise issues. The literature reviews also highlight a need to approach the organizational problems with a more systemic vision of the whole enterprise system to undertake a transformation concretely.

Hence, these two parts of the literature review made the researcher frame an approach gap about the application of design in SEs for organizational improvement and the need for a systemic vision to undertake organizational development. Moreover, research questions were defined and seen in the State-of-the-Art chapter.

3.5.2 Systemic Design method

Chapter 2, entitled "State of the Art," explores the evolution of the Systemic Design approach on a global scale, providing a panoramic view of its development over the past few decades. As part of our research project, we have chosen to utilize the SD approach from Politecnico di Torino as our primary method for data collection, analysis, and design. Therefore, we will delve into the methodology steps and their application to each research phase in greater detail.

Research and data collection
Holistic Diagnosis

The Holistic Diagnosis is the foremost tool of the Systemic Design approach, which is applied to frame and bring to light problems or criticalities within a complex context. Generally, the Holistic Diagnosis is a compelling instrument to analyze systems or a context, as well as a productive industry system, in terms of energy and matters exchanges by studying the surrounding context. The context could be analyzed from multiple points of view, considering morphological, demographical, cultural, and economic aspects. The researcher then depicts all gathered information as a graphical representation (i.e., infographic maps or gigamaps), including qualitative and quantitative information (Battistoni & Nohra, 2017). The result is a data visualization easily interpretable for designers and stakeholders to obtain feedback.

Nevertheless, in this study researcher aims to apply the Systemic Design methodology to foster organizational changes and innovation. In undertaking, that pathway is mandatory to declining the Systemic Design approach to different systems and fields of analysis. Broadly speaking, systemic thinking zooms out, "considering things in relation to a larger system, or indivisible whole, of which they are part" (van der Bijl-Brouwer, 2022). Therefore, considering the complex adaptive systems theory, an understanding of how relational self-organization processes led to new emergent behavior of the whole, thereby adapting to its environment. In light of this, the present research declines the Systemic Design approach, zooms in on human experiences, and increasingly focuses on human relationships relevant for systemic designers to tackle changes

among organizations and their contexts.

Before starting the Holistic Diagnosis, establishing the boundaries of the system to be analyzed is crucial. In the case of social enterprises, it is essential to consider environmental and political, cultural, and geographical aspects. Still, it is also essential to deepen the analysis at the macro and micro levels of the organization. Thus, the beginning of the observation and study of the social enterprise model

macro-defined, as well as Culture, Demography, Economics, and Organizational. However, the categories are then broken down into sub-categories to avoid an overly broad perspective and address the scope of the investigation in detail. After this initial step, the researcher generates a personalized format to collect and organize data. Finally, we will proceed in the following paragraphs to provide a more detailed description of the data categories and the
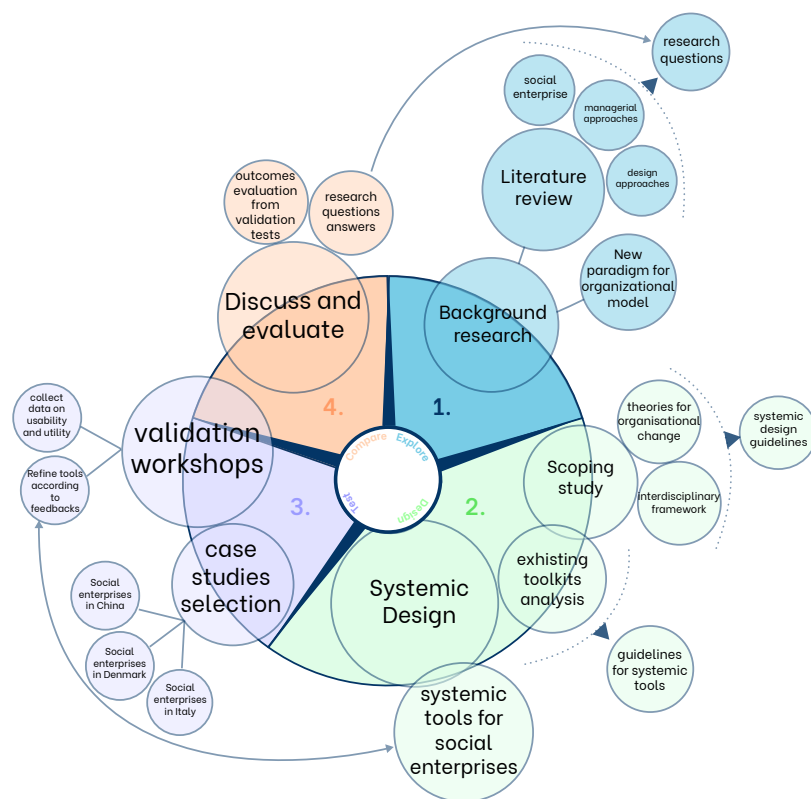
Figure 9 - research methodology

and its peculiarities is well explained in Chapter 1. Introduction and background. The following section will provide a more detailed description of data categories, data collection methods in the organizational context, and strategies for defining and validating the toolkit.

Data collection

With the scope to define data categories, inline research aims to proceed in setting the lens of analysis which for this research falls into organizational implementation for Social Enterprises. On that consciousness, the current data categories are

subcategories that make up the result of the Holistic Diagnosis.

Organizational

The organizational part focused on comprehension and analysis of principal elements that constitute an enterprise concerning structural and human aspects. This examination of case studies aimed to frame the organization adopted by the enterprise. It is necessary to clarify that "organization" refers to the entirety of people, material and immaterial resources, and coordinated relationships to address a common goal. The organization aims to define business objectives

and how tasks are distributed and managed. Central aspects in an organization are people, whose role is central since competencies, experiences, and actions affect the whole organization's performance. For that purpose, organizational data categories were defined:

-Structure; the kind of structure adopted that is expressive of the enterprise's business and activities and its environment

- Job position; type of job roles required and job roles active

- Processes; procedures and methods to provide services to customers and processes to organize work routines

-Infrastructure; buildings and operational offices where job activities are carried out

-Software; organizational programs to manage information, documents

- Tools; instruments, equipment, and machinery needed to provide products and services

- Welfare; understand the procedures and practices that sustain and foster work and life conciliation

Demography

This category is focused on providing comprehension of the socio-technical system to gather information on the main aspects and trends within a social enterprise environment. This analysis focuses on understanding employees' demographic aspects and framing the social conditions that affect them. Understanding social conditions is an essential insight for two reasons: first, it highlights what needs among the community of reference a social enterprise is working on. Second, create a mutual comprehension of the internal environment of the enterprise. It is standard in this type of enterprise that stories and states of individuals are shared informally, thus implicating possible misunderstanding among employees who are not involved in that experience's exchange. Conversely, providing a neutral perspective on social conditions could help all employees and external stakeholders better comprehend the possibility of work and development. The following subcategories were determined for the analysis:

-Employees features: number of employees, gender, nationality, average age, turnover, employees' qualifications

-Social Background: chronic disease, social disadvantages

-Education: title of study, accessibility to education

Economy

This category aimed to understand the business context and characteristics of social enterprise and the main restrictions or difficulties of successfully undertaking its business. The indicators are needed to measure customers' service provision and employees. Furthermore, an overview of the peculiar bureaucratic aspects of this type of enterprise, from tax incentives to obstacles in a tender. As the analysis aimed to center on organizational implementation related to social enterprise, the following subcategories were selected for the analysis:

-Business model: type of services/product provided, the core of the business, external partnerships

-Employment: type of work contracts, type of jobs

-Customers: kind of customers and their geographical collocation

-Regulations and Laws: leading official and legal documents that regulate the provision of services/ products and tender applications

Culture

Cultural background is essential to understanding the current social enterprise's mission and action. Moreover, cultural perspective influences all aspects, from organization to demography and economy. With this perspective, it was necessary to frame the third sector and activity of engagement within the territory of activities to understand specific dynamics in and out of the enterprise. Since the analysis focused on local cultural aspects that can enhance development in line with the social mission of the enterprise, the following subcategories:

-Third sector: Type of third sector organizations presence in the territory, funding, presence of social enterprise in the territory

-Cultural groups: the cultural identity of people within the organization and of the territorial community

-Community engagement: participation of the organization in community life and resolution of problems

Scoping Study

The first phase of this research was conducted to identify the need for social enterprise and the main approaches adopted to undertake organizational implementation. This first phase identified the need

for these enterprises to adopt an approach that meets the social mission and economic needs. For this reason, the Systemic Design approach has been proposed in the literature to overcome this problem. However, approaches to organizational change and improvement must first be identified to form an interdisciplinary theoretical framework on which the design of future instruments can be based.

For this reason, the scoping study was framed by a specific literature review targeting the most appropriate approaches and strategies that could be integrated with SD strategies to develop the tools.

The scoping study is a method to summarize the evidence from a series of studies in an orderly manner; it consists of an exploratory search to map the available literature on a specific topic and frame key concepts and theories.

On this intent, the researcher set a series of objectives:

1. To conduct a review of change approaches in an enterprise environment to understand the theories that shaped the background of organizational changes

2. To review frameworks and their limitations concerning a social enterprise context to understand what necessities are not addressed

3. To define what actions a new theoretical Systemic framework can include ensuring a co-participated and effective change process

4. To define an interdisciplinary framework for social enterprise organizational improvement.

In summary, this phase aims to describe the organizational processes' main theories, identify the best actions among them, and define a theoretical systemic framework.

On this view, the scoping study identifies the following theories as most relevant for this study:
- Knowledge-Based View
- Learning Organization
- Change Management
- The systemic model for enterprise analysis

In chapter 5 – Scoping study, it is possible to go further on the theories and primary elements of

analysis.

3.5.3 Toolkits and business canvas analysis

As explained in Chapter 1, the research scope is to provide practical tools for SEs that want to grow and implement their organizational system. Therefore, the tools want to address the central issue of avoiding isomorphism of in a changing process to align with the economic market request. Instead, the tools want to highlight the enterprise's social mission and design living tools to address a change process jointly involving as many actors as possible. Furthermore, since organizations are considered complex systems, we want to sustain the need to adopt a methodology able to deal with complexity, so the tools include the SD methodology in its steps. However, to design the Systemic Design Tools for Social Enterprises (SySto), the present research first selects and analyzes a series of toolkits and business model canvas to frame shortcomings and identify the most suitable form to design the living systemic tools.

In this attempt to create a panorama of the current design toolkit related to the creation or implementation of new organizations, five design toolkits and two business model canvases were selected and analyzed. The output of scoping study, namely the interdisciplinary design framework and the result of toolkits and business model canvas analysis, bring the researcher to be practical and introduce the SD methodology within the creation of new tools targeted for SEs reorganization.

3.5.4 Case Studies

During the research process, case studies have been of capital importance to approach the research objective of understanding a SE and testing the application of the SD tools to foster organizational transformation. Moreover, in analyzing multiple case studies, the researcher conducted international research to find virtuous realities in SE environments and obtain more detailed information about strategies and approaches to foster changes. After desk research to identify the best practices, data was collected through semi-structured interviews.

Furthermore, for validating the systemic tools, this research involved SEs from three contexts: Chinese, Danish, and Italian. For each context, at least two SEs were selected with whom a workshop was held to test the tools and apply the reiterative process of verification and implementation.

In analyzing individual case studies, the tools must spur a co-participative process in which the perspectives of individuals are brought together to define and improve the organization of the enterprise. Evidence of the application and validation of the tools will be described in detail in Chapter 7.

Research, Data Collection and elaboration

As widely discussed in the first part of this chapter on research strategy, the data collection considers a mixed-method approach in line with the SD methodology. On that scope, the present research applied data collection in both desk and field research. The following section explains how the researcher carried out the methods.

Desk research: this research focuses on revising existing conventional and unconventional data. Specifically, this research considers scientific literature, reports, books, and official databases as conventional references. News by the social network, information through newsletters from institutions or authorities and general audiovisual media, such as the internet, radio, and podcast, is recognized as data from unconventional sources.

Field research: the on-site research takes place within the research site to gather a direct collection of data. Generally, this approach involves well-known tools such as interviews, observations, descriptions and collection of photos and suggestions from the actors of the study ecosystems. This type of research required a strong presence within the case study to understand the qualitative aspects that desk research alone cannot reveal (Battistoni et al., 2019).

Both steps are carried out together and contribute to a more holistic and comprehensive view of the analyzed case study. In this way, the designer can gather all the information necessary to proceed with the next steps of system visualization, identifying levers for change and designing the new model.

Once all the data have been collected, they are graphically rendered in various formats such as Holistic Diagnosis or Gigamap. Both are fundamental elements allowing all actors to understand what has been analyzed. This step is essential because it allows the actors to enrich the graphic restitution with further contributions. For the designer, it is an essential tool that allows the visualization of multiple elements and actors and their connections. This data is based on the reasoning that the new project will be structured. Therefore, it was paramount to organize data and their references to ensure accuracy in the analysis and allow the tracking of all information at every moment.

The data was organized to allow the complete visualization of the complexity which composes a real-life network, the interconnected problems (Sevaldson, 2018) and the criticalities that characterized it. This way, every potential correlation can be highlighted and used as a lever to design and implement a new system.

Specifically, in the SE case study, it was crucial to collect information from workers at the operational level and confront them with the managerial staff and board director. This step is divided into two moments for the designer; the first one is in which, through the introductory semi-interview with the company's top management, she collects information on the company's motivations to carry out the analysis with the systemic tools. In the second moment, when during workshops, participants from other levels integrate their points of view concerning business issues and questions.

In this way, not only has the designer graded the situation and the context but also includes different perspectives from workers with diverse responsibilities and makes them more aware of the tasks and problems at several levels of the organization. Based on the visualization of the data and the integrations received, the designer provides a holistic reading of the picture by bringing out the connections between the data presented in each infographic and relating them to the system analyzed. Such an interpretation looks at the system from a higher point of view, allowing us to identify critical issues beyond simple cause-effect connections better and uncover more systemic dynamics. This leads to the next step, identifying

problems and levers for change. This step translates into identifying new solutions or improving existing practices that must be adequately exploited to design a new system focused on value and structured on the reference organization. For this research, the interpretation phase was based on the research aim defined in chapter "1", which proposes the creation of specific tools for SEs that want to undertake organizational change. The tools are not only designed for these enterprises but also include the steps of the systemic methodology, considering the specificities that characterize them; This allows a holistic understanding of the enterprise to be created before acting at an organizational level. The result is a new organizational strategy based on the values of the people who make up the enterprise and the values underlying the social mission. In addition, thanks to the definition of the theoretical framework, the most important aspects and elements are enhanced and reinforced. In this way, attention is not focused separately on individual aspects of an organization, such as the business plan, costs, customers, and channels, but rather on people and the resources they can make available to the company, such as knowledge, teaching, and a willingness to change. In this way, "designing a new system" is integrated into the co-design process through the tools and foresees that all individuals take part in the analysis and reorganization process. To evaluate the results of this study, aspects have been identified which should be considered once the new organization has been implemented. During the development of the tools, the designer takes care to gather input on certain aspects related to interaction with participants, e.g., understanding, usability, and purpose. Following completion, feedback is requested directly from participants on their degree of satisfaction with the tools and whether they perceived them as a means of engaging in participatory reasoning processes to improve their organization. Based on the feedback gathered, the designer will continue to implement the tools, seeking to enrich them with input from stakeholders. As SEs is an extensive category of businesses, receiving feedback on the tools is beneficial both to the designer to improve the tools and to future businesses who will use them because they will have a better chance of finding a tool that encapsulates their needs.

At the enterprise level, some aspects are asked to be evaluated after implementing the change designed through the tools.

Firstly, at the staff and employee level, it will be helpful to collect data on the percentage of absenteeism and sick compared with the same data before organizational implementation. Generally, high levels of absenteeism or sick are related to less stimulating and unsatisfactory job workplaces (Grinyer & Singleton, 2000). Otherwise, if that percentage is low, people are motivated to work and do not need to be absent for other reasons. Furthermore, from an administrative and technical point of view, new clients and partnerships will be read as good consequences. Therefore, a new organizational asset focused on people competencies and growth would open new connections and relationships inside the reference territory. Moreover, new stakeholders will start collaborating, incentivizing new job fluxes for the enterprise.

Chapter 4

Scoping study

This chapter approaches the scoping study for research objective 2, "Define aspects to consider in organizational analysis".

4.1 Introduction

As explained in the introductory section of Chapter 1, organizational change has mainly been addressed by management and economics disciplines. However, the evolution of society and global dynamics have influenced the view of organizations by repeatedly shifting the focus from the inside to the outside and vice versa. According to this, the literature review has identified a need to undertake organizational changes holistically and systemically, considering the interconnections that characterize an enterprise in its dynamics, placing people as crucial players in effectively implementing changes and their success. To overcome this need, this research proposes SD and its strategies and tools to help such a holistic perspective on organizational issues. However, it is still necessary to verify its application; indeed, SD has been successfully applied in companies to change production processes and rarely specifically for organizational aspects. Therefore, it is necessary to identify primary challenges and opportunities for fostering a transition to a resilient and sustainable model to guide this research project.

In this perspective, the scoping study was defined by a literature review on the organizational change theories that have marked a turning point in the enterprise's conception and dynamics. Finally, the author synthesized the peculiarities of each theory, thus arriving at the definition of an interdisciplinary theoretical framework to be applied to designing the Systemic Design Tools for social enterprises (Systo).

To achieve this, the scoping study objectives were defined as follows:

- to conduct a literature review on organizational change theories to understand how perspectives and critical elements have been dealt with over time
- identify the main peculiarities and limitations of each theory to understand which theoretical elements to retain for the new framework
- define the interdisciplinary theoretical framework to support the design of organizational change tools.

4.2 Knowledge-Based View

In the previous chapters, we have seen that since the 20th century, organizations have seen a progressive increase in social, economic, and environmental complexity that has taken the form of changes in economic models of reference; relationships between individual and collective actors in the organizational social sphere, and changes in products and markets. All these changes have contributed to the evolution

is an increasing need to focus energies and actions on knowledge management. Organizations are conceived as a collection of knowledge in which value is generated through the ability to disseminate this knowledge.

The knowledge-based view was developed in the 1990s in the wake of contributions by Prahalad and Hamel (1990), Nonaka (1991), Nelson (1991), and Nonaka and Takeuchi (1995). According to this theory, it looks inside the enterprise, its characteristics, and resources, not only tangible and material but also intangible, first and foremost knowledge, and sees the ability of the enterprise to create knowledge as the primary source of competitive advantage (Barney, 2001 and 1991; Vicari, 1991; Rullani, 1992). Therefore, knowledge is not imported by the firm but is created when it exchanges its explicit and tacit knowledge with the environment in which individuals and other firms operate. Table 3 - Knowledge based-view step analysis

EXPLICIT KNOWLEDGE

\ relates to knowledge "about something";
\ can be easily codified and shared through a formal language;
\ particularly linked to information derived from the contextualisation of data;

TACIT KNOWLEDGE

\ relates to knowledge about "how to do something";
\ linked to individual experience and to the specificity of the context ;
\ technical elements such as know-how and elements of a cognitive nature e.g. formae mentis

strategic resource
transferability through practice

Figure 10 - Iceberg of knowledge

of the management strategy within companies. With increasing variability and uncertainty, scientific-technical innovation, marketing, and business-oriented are no longer elements that can create a winning business strategy. Instead, there

The change in production from materials to information has contributed to a new image of workers in the company. In the wake of this shift, a divisive conception of workers has developed between those who are at the center of the organization's functions,

Step	Definition	Implementation	References
Creation	Devolping new knowledge or replacing existing knowledge with new expertise	Socialization externalization internalization combination	Marzec, P. E. (2013). A knowledge-based view of process improvement: A mixed methods study into the role of social networks and knowledge acquisition
Aquisition	Research, identification and capture of knowledge within outside context	Search source embed	Marzec, P. E. (2013). A knowledge-based view of process improvement: A mixed methods study into the role of social networks and knowledge acquisition
Refinement	Assimilating and interpretating of new knowledge and subsequent transformation, refinement and combination with existing knowledge	Explication drawing conclusions ecoding evaluation selection for inclusion in memory	Marzec, P. E. (2013). A knowledge-based view of process improvement: A mixed methods study into the role of social networks and knowledge acquisition
Storage	Knowledge becoming part of organizational memory	Gathering knowledge – electronic bulletin boards, knowledge repositories and databases.	Marzec, P. E. (2013). A knowledge-based view of process improvement: A mixed methods study into the role of social networks and knowledge acquisition + Alavi and Leidner (2001)
Transfer	The focused and purposeful transmission and receipt of knowledge from a sender to a known receiver	codification of know-how and transfer by means of people movement, use of manuals and systems, projects, joint development	Marzec, P. E. (2013). A knowledge-based view of process improvement: A mixed methods study into the role of social networks and knowledge acquisition + Ferdows (2006)
Sharing	A focused transmission and receipt of knowledge to a receiver unknown to the contributor	the provision or receipt of task information, know-how, and feedback regarding a product or procedure"	(Cummings, 2004; p352)
Utilization	The exploitation and application of knowledge for formal benefit	mechanisms of directives, organizational routines, and the creation of self-contained task teams	Alavi and Leidner (2001)

Table 3 - Knowledge based-view step analysis rielaboration from Marzec, P. E. (2013).

such as finance, management, technology, and research, and others who are considered at a more peripheral level, whose responsibilities can change and are defined by the tasks at hand (Child and McGrath,2001). However, this approach needs to be revised in line with the real vision of a known-based and known-leaded organization. Among the most common mistakes, companies can consider knowledge as an intrinsic aspect of products and services, not realizing that these are only the most tangible and visible reality. Instead, what allows knowledge to be produced and disseminated must be sought in the organization's intangible assets, understanding what, how, and why the company acts (Zack, 2003). A representation of the distinction between tacit and explicit knowledge is depicted in the figure 10 - iceberg of knowledge in a reworking of the work of Polanyi, (1966.)

4.2.1 Knowledge as a strategic resource

The organization is thus conceived as a system of knowledge whose value is generated by the ability to disseminate it. In an organized context, knowledge is disseminated and developed by the collective of subjects that constitute it through organizational culture, procedures, documents, information systems, and people. This view is what was considered at the beginning of the development of the knowledge-based view as the fundamental element of knowledge management. However, the subsequent developments in this field shifted the attention to the problem of organizational learning and the methodologies with which knowledge can be transferred. The added value of the knowledge-based view lies in the possibilities of developing, transferring, and utilizing knowledge within the enterprise.

To better understand this concept, it is necessary to understand the characteristics of knowledge and the processes through which it can be created and transferred. The first fundamental distinction is between tacit knowledge expressed through work performance and explicit knowledge based on established theories, facts, and procedures. This distinction is important because it allows us to distinguish how the two types of knowledge can be transferred. Tacit knowledge is more complicated to communicate and cannot be codified directly; it must be shared and observed in its practical application. Its transfer between people in the same company therefore takes time, and the outcome is uncertain

because the attitude of the people involved strongly influences it. Thus, the challenge for this knowledge is to understand how to transfer the know-how and maintain it concerning the turnover of the person holding it. One of the answers to this need is to adopt forms of on-the-job training, as companies increasingly realize the importance of informal networks in transferring this knowledge. Among the most critical and increasingly popular examples are communities of practice, increasingly deliberately set up to facilitate knowledge sharing.

As far as explicit knowledge is concerned, it is easier to manage because people can easily codify it, share it, and transfer it. Moreover,

these aspects have been amplified by the digital revolution, facilitating the dissemination of this knowledge. Indeed, storing and sharing certain information has become increasingly accessible, especially with management systems, archiving, and sharing platforms.

To better understand how knowledge is created and transferred, we refer to the essential contribution of Nonaka (1991), who distinguishes between tacit and explicit knowledge and between individual and organizational levels. He advocates the theory of the "knowledge spiral." In practice, explicit organizational knowledge can be internalized by individuals into tacit knowledge (e.g., insights, know-how, routines). In contrast, tacit knowledge
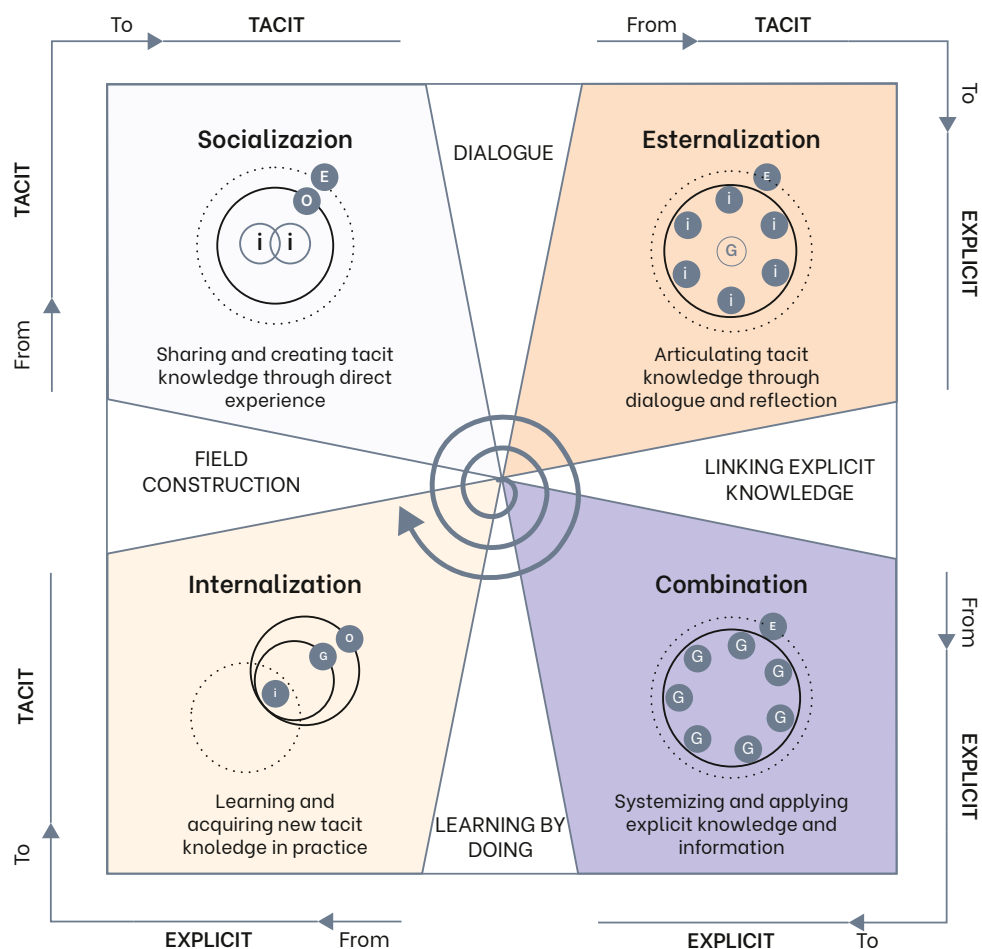
Figure 11 - the four stages of knowledge conversion
Based on "The knowledge-creating company", Nonaka e Takeuchi, 1995

can become new organizational knowledge when it is codified and transferred. The author summarizes the mechanisms expressed by Nonaka in the Figure 11

4.3 Organizational Learning

A learning organization ensures that everyone learns at the same rate to achieve the organization's objectives (Senge, 1990). People are considered carriers of valuable knowledge and development potential (Boer et al.,2001; Davenport & Völpel, 2001). In the present research, we adopt the concept of a learning organization guided by the thought that: organizational learning implies a change in thinking and action from both an individual and collective perspective. It can be summarized that organizational learning consists of the evolving knowledge retained in individuals, groups, and the organization, e.g., routines, systems, culture, and structure (Crossan, Lane, & White, 1999).

This knowledge constitutes the fundamental infrastructure that supports a company's strategy formulation and implementation processes (Krylova K.O. et al., 2016).

To be defined as complete, a learning process needs to involve two fundamental components: cognition and behavior (Argyris & Schon, 1978). Therefore, a process develops whereby individuals and groups learn by understanding and interpreting and acting. In this process, learning is thus internalized into the dynamics that make up the organization, developing organizational learning. In this line of research, Argyris and Schon (1978) were among the first to provide significant insights into learning modes, especially at the individual level. In detail, they defined two learning methods, single-cycle and double-cycle, providing reflections and insights into how it is possible to act as agents of change for organizations by detecting and correcting errors at the individual level.

Organizational learning is a topic that has been much discussed in the literature and has seen

Step	Definition	Implementation	References
Intuiting individual level	Intuiting is the precon-scious recognition of the pattern and/or possibilities inherent in a personal stream of experience	Individuals use metaphors to help explain their intuition to themsel-ves and to share it with others. From the known to the un-known. As such, metaphors mark the beginning of the interpreting process	Weick, 1995b: 25; Crossan, M. M., Lane, H. W., & White, R. E. (1999)
Interpreting individual + group level	Through the process of interpreting, individuals develop cognitive maps about the various domains in which they operate. Interpreting takes place in relation to a domain or an environment and it is a social process.	Interpreting is change in the individual's understanding and actions.Language plays a pivotal role in this process. Groups will have an interpretive capacity related to the makeup of the group and to the group dynamics. Individual interpretive processes come together around a shared understanding of what is possi-ble, and individuals interact and attempt to enact that possibility.	Huff, 1990; Hurst et al., 1989; Crossan, M. M., Lane, H. W., & White, R. E. (1999)
Integrating group level	Through the process of integrating, individuals developing shared under-standing and of taking coordinated action throu-gh mutual adjustment. Dialogue and joint action are crucial to the develop-ment of shared understan-ding.	Integrating is a coherent collecti-ve action. Throughout the shared understanding among group members the mutual adjustment and action develop. The most important characteristic is the sharing.To facilitate the sharing conversation and practice are the main tools that can be used both to convey established meaning and to evolve new ones.	Weick & Roberts, 1993; Crossan, M. M., Lane, H. W., & White, R. E. (1999)
Institutionalizing organization level	Institutionalizing is a process that embeds learning within systems, structures, strategy, routi-nes, pre- scribed practices of the organization, and investments in information systems and infrastructu-re. Broadly speaking, the institutionalizing is a tool to catch the interaction and communication models and to formalize them.	Selection of best routine of work to be formalized and lead to insti-tutionalized learning which will define the structure and system	Crossan, M. M., Lane, H. W., & White, R. E. (1999)

Table 4 - Learning organization step analysis rielaboration from Crossan, Lane & White (1999)

various perspectives explored, e.g., communities of practice (Brown & Duguid, 1991), the psychological discipline (Cohen & Sproull, 1996), and the evolution and renewal of organizations (Crossan et al., 1999). Although organizational learning and learning organization are two closely related concepts, they ask different questions: in a learning organization, one asks, "how does an organization learn?" and refers to a descriptive current of scholarship in which one seeks answers and modalities to this question. On the other hand, organizational learning is a prescriptive current that addresses those practitioners engaged in solving the question of "how should an organization learn?"

4.3.1 Learning levels

We know that an organization is structured in several levels, which are not necessarily hierarchical but form the tissue of an inter-level, dynamic network (Maden, 2012).
From this perspective, it would be reductive and simplistic to view organizational learning as a mere result of the combined knowledge of the organizations' members (Hedberg, 1981). In this perspective, a significant contribution comes from Coghlan, 1994 according to whom organizational learning is like a 'flow of change' that passes through several levels:
-individual
-group
-interdepartmental
-organizational
Moreover, success depends on the management of inter-level activities. Proceeding in micro-macro order, the first level comprises individuals actively experiencing, processing, interpreting, and acting. At the second group level, learning occurs through tasks, processes, and dynamics that modify group cohesion through dialogue. Moving to the interdepartmental level, learning moves between the awareness of different perspectives and cultures characterizing the departments. Finally, it is necessary to integrate learning from all the previous levels at the organizational level to materialize.

The Table 4 summarizes the learning levels proposed by Coghlan and considered for this research.

In general, we can summarize the elements

characterizing learning organizations in three main points: Fostering a favorable learning environment, flattening hierarchies, and encouraging greater participation and information sharing, not only between teams or groups in the same department but also between different units and networks of experts outside the organization. Secondly, creating and sustaining concrete learning processes and practices should be broader than formal educational activities such as conferences, regular meetings, and practice seminars. Instead, informal learning moments between individuals must also be included; this can be implemented with job rotation, communities of practice, self-directed learning teams, and mentorship. Finally, the third element is the leadership style, which must include gathering multiple impressions and suggestions from all members. For example, inviting people to contribute to discussions, asking in-depth questions, encouraging a diversity of viewpoints, and allowing identifying problems at different and non-predetermined times Garvin et al. (2008).

4.3.2 Learning Organization model

Therefore, learning is more comprehensive than acquiring new knowledge by attending courses and reading books in a learning organization. Instead, understanding means questioning one's beliefs to "unlearn" and then learning new things in new ways in different contexts and at other times. As repeatedly stated, in today's dynamic world, the key to continuing to adapt and thus learning is necessary to eliminate the status quo and preconceptions built on previous experience. Fostering the learning of new knowledge in this way also stimulates creativity because it allows drawing on multiple perspectives to perceive and interact with the external environment. Therefore, an organization that learns and can develop both individual and group learning internally means conceiving it as an open system, i.e., one that dialogues both between internal actors and with social, economic, and environmental contexts. One of the outcomes to aim for is "flexible action" Örtenblad (2004), i.e., supporting the creation of decentralized, flat, informal structures in which the teams lead actions according to decisions made by individuals in the best interests of the organization. Establishing an organizational memory that allows each member to know what knowledge is available

within the organization and where to find it is, therefore, a way to foster the development of this type of organization. The background in which to build learning organizations must necessarily include the existence of a favorable, open, and non-discriminatory learning climate. This means allowing individuals to feel confident to experiment in their work, even with a view to lower results than the managerial expectations, because it is in this way that established organizational routines can be challenged (Garvin,1993).

4.4   Change   Management

Change management is an approach to change that allows for the changeover from the current situation of "where we are now" to the set goal of "where we want to get to" and a transition that is "how we get there." Change management falls within the strand of organizational development, although there are significant differences to be emphasized between these two areas of organizational change/ development. Indeed, both are concerned with implementing planned change but differ in value orientation. For example, in behavioral science-based organizational development, human potential, participation, and competitive advantage development dictate the direction for change implementation. In contrast, change management is driven by cost, quality, and timing values. Therefore, transferring knowledge and skills to ensure better change management is not an aspect of change management (Cummings et al., 2009). Generally, in change management, change is imposed on people with a top-down approach. Hence, managers or those at the organization's top decide on or identify a change to be undertaken and then force this decision

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Step	Definition	Implementation	References
Sense of urgency create a climate for change	Establish a sense of urgency.In order to sustain the change, the urgency to undertake the change is necessary, otherwise any initiative will not be supported by the cooperation of everyone.	Provide all the stakeholders an instinctive-level motivation to follow the change process	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)
Creating the guiding coalition create a climate for change	Encourage the stakeholders to work jointly as a team	Form a guiding coalition, a "change team". It means to form a specific leader group within organization which leading the effort	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)
Define the change vision create a climate for change	illustrate the direction of organizational change, motivate the people to take action and coordinate the individual's actions	define how the future organization will be different from the past. The change team must guide the people to define a clear,desiderable, focused and communicable vision	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)
Vision communication Engage and enable the whole organization	using every tools and opportunity to clearly communicate the change	communicate messages to stakeholders in view of gaining trust and get them on board of change. Communication by heartfelt messages are effective as well actions by example	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)
Empowers actions Engage and enable the whole organization	removing obstacles to change	getting rid structural barriers as implementing costly procedures and programs or information systems as market analysis	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)
Short term wins Engage and enable the whole organization	Planning visible and tangible improvements	It is important give to stakeholders a strong motivation to pursue the change. In this step the change team has an important role to make clear that short wins are a little step forward the complete change	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)
Do not let up Implement and sustain the change	producing change and consolidating gains	a change process is often a long process it could be years to be affirmed. Managers must continuosly re-building the momentum	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)
instituzionalizing new culture Implement and sustain the change	making the new culture stick	to make changes integrating within organizations is important to show stakeholders how these changes have helped and ensure that these will be embodies in the new organization	Kotter 2012; Richesin, A. L. (2011); Laig, R. B. D., & Abocejo, F. T. (2021)

Table 5 - Change management step analysis rielaboration from Kotter (2012)

on people. In fact, among the main characteristics of change management is the identification of resistance to change and the identification of ways to overcome this resistance. Probably due to this characteristic, the most frequent criticism leveled at change management is that much evidence in the field of change management shows that over-planned change has a high failure rate (Stanton et al., 1993; Spector & Beer, 1994; Marjanovic, 2000).

In managing change activities, leadership assumes a key role, as it is responsible for motivating people to change and creating a readiness for change among members of the organization. Since change is often imposed from above, top management must create an environment where people accept the need for change and devote both psychological and physical energy to its implementation (Aremenakis et al., 2007). This acceptance process is critical, as people are generally attached to the "status quo" and try to maintain it, only becoming willing to change it when there are convincing reasons. A second aspect comes into play to support acceptance. Indeed, implementing change management is creating a vision to provide a purpose and reason for the change while giving a picture of what it will be like in the future. Other actions supporting change implementation involve creating political support; as organizations are composed of individuals and groups that may decide to hinder or facilitate change, leaders must gain the support of all. Finally, once consent is obtained, the focus must be on managing the transition and maintaining the attitude to change over the time it takes to bring it to fruition. This understanding of change management leads us to conclude that it is less concerned with transferring knowledge and skills and more focused on identifying tools, techniques, and processes to define the scope, resources, and activities for implementing a change.

However, change management can be interpreted under two different modes of approach. First, studies have highlighted the need for change management to follow a more structured approach (Prosci, 2007). On this strand, a significant contribution comes from Butera (2016), who describes two different modes of approach. The first approach to change management focuses on removing resistance to change and achieving acceptance of the change decided and implemented from above with consequent changes in skills and behavior. This approach is usually psycho-social and focuses on management development,

training, and cascading communication practices. On the other hand, the second approach focuses on activating people at different levels to overcome resistance and, above all, to enable an active contribution to the design and implementation of change. This approach is defined as structural but intervenes in an integrated manner on two levels, both on the technical-organizational system and the social and professional system. The first approach, which focuses on the top-down transmission of change requests, can be practical when the internal and external change required is not excessively high. The second approach, on the other hand, is more appropriate in contexts with high environmental variability.

4.5 Systemic paradigm

A further turning point in the change management view comes with Cao et al., 1999,2003, which highlights the need to apply a more systemic view to change management. Since change within many organizations is characterized by diversity and interactions, it is necessary to find an approach to manage them. The systemic view of change management develops and utilizes a four-dimensional conceptual framework in which the main components of change management are expressed. The four spheres of organizational change identified by Cao et al., 2003 are:

-sphere of processes includes the transformation of inputs into valuable outputs for customers but can also refer to the improvement of operational sub-processes as well as intra- and inter-process relationships

-sphere of organizational, structural changes includes functions, their organization, coordination, and control such as decision-making, coordination and management systems, resource allocation, and the recruitment and career evaluation criteria.

-cultural sphere: encompasses values, traditions, beliefs, and human behavior understood as relations to social practices that then shape business practices. Culture began to assume its relevance in organizational change between the 1980s and 1990s, while some considered it a crucial element in successful change (McHugh & Bennett, 1999).

-sphere of power, politics: identifying how power is distributed and how this affects decision-making processes. An organization can be interpreted as a

set of groups in tension or as a particular group of continuously changing forces (Cao & McHugh, 2005) These four spheres are strongly interconnected and interrelated, so a change in one is likely to lead to changes in the others.

This systemic view of change focuses on an organization's objective and subjective dimensions, promoting using different change theories and methods. However, therein lies a significant limitation: the need for an approach to managing the interactions between the various spheres and the diversity of techniques applied to each. In this lack that has emerged from the literature, the present study suggests that the Systemic Design methodology may be a good proposal for managing the complex interaction between multiple spheres of change.

4.5.1 Enterprise's systemic analysis

Remaining on systemic vision, Peter Senge (1990) had already defined systemic as a fundamental condition for enabling learning in the company. Instead of seeing linear chains of cause and effect, consider the interactions between all the variables at play. Underlying this view is the realization that only truly significant change can be achieved with changes in the relationships that govern the interaction between people, structures, and the environment. Another significant contribution comes from Gino Zappa (1879-1960), considered the father of business economics, who formulated a new vision of the company as a 'system.' This definition gave rise to other deductions that represented turning points in the development of economic-business studies in Italy: unity in multiplicity, the recognition of the holistic property of systems in the company and change as a physiological condition in the life of the company (Siboni, 2005, pp. 81-2). In this conception, the systemic approach is the method of investigation for organized complexity, i.e., the company system is investigated by studying the analysis of the individual parts and their subsequent re-composition.

Precisely, complexity originates from the variety and variability of certain elements, including the aspects of the system, the type and intensity of the interrelationships between these, and the type and quality of the relationships that bind the system environment. The enterprise system is located within another scenario, the external environment with which the enterprise, as an open system, has continuous exchanges of information, materials,

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Step	Definition	Implementation	References
Input and output factors check for inconsistencies	diagnose factors entering and leaving the organisation	identify the goods and services relevant to the customer's needs and the criticalities with regard to the way in which the good/service is provided, number of people involved, time	Ferrario Paolo, Politiche Sociali e servizi. Metodi di analisi e regole istituzionali, Carocci Faber, 2014
Resource and structure allocation and clearness	analyse the congruence between resource allocation and organisational mandates	ensuring that the available resources are allocated fairly and that mandates are proportionate to individual employees and their professionalism	Ferrario Paolo, Politiche Sociali e servizi. Metodi di analisi e regole istituzionali, Carocci Faber, 2014
Operational mechanisms management systems and rules	analyse the congruence between the working procedures and the results to be achieved	check that working procedures do not affect the degree of satisfaction of customer needs	Ferrario Paolo, Politiche Sociali e servizi. Metodi di analisi e regole istituzionali, Carocci Faber, 2014
Social processes internal climate and customer satisfaction	analysing the congruence between working environment, and workers behaviur processes	identify and analysing the behaviour of acceptance,	Ferrario Paolo, Politiche Sociali e servizi. Metodi di analisi e regole istituzionali, Carocci Faber, 2014

Table 6 - Systemic enterprise step analysis

	Knowledge based view	Change management	Learning organisation	Systemic enterprise analysis model
Theories	Knowledge based view	Change management	Learning organisation	Systemic enterprise analysis model
approaches	Knowledge management	Organisational change	Organisational development	institutional corporate vision
Scope	develop and implement resources and capabilities within enterprise	remove resistance to change within a corporation	ensure homogeneous learning in line with enteprise's objectives	identify shortcomings and incongruence within organisation
Focus	knowledge explicit/tacit	activating people at different level to actively contribute to change	stimulating collaboration and interaction within working environment	input/output; structure; operational mechanisms
Critical issues	Challenges in activating tacit knowledge conversion processes	generally involve only top-down approaches to meet firm's need	obstacles in eradicating established mental systems of authoritarian leadership	statistical mathematical orientation and instrumental conception of man

Table 7 - Comparing theories for organizational analysis

and energy that pass through the enterprise and are transformed and then returned to the environment. However, the supra-system environment can be further distinguished between:
- general environment, characterized by the socio-cultural, technological, economic, ecological-physical, natural, and political-institutional systems. These systems, by influencing the behavior of the specific environment, also indirectly affect the individual company.
-specific environment, the one with which the enterprise is in direct contact and, therefore, most affected. This environment comprises the labor market, services, capital, raw materials, technological innovations, and competition in the placement of products/services and the technology used. Gino Zappa's contribution marked a turning point in accounting studies and gave rise to what is now called Business Economics.
Zappa's perspective on enterprise production focuses on the management's ability to generate income as a cohesive unit. His theoretical-operational concept considers the entire firm as a singular entity. This perspective is crucial in our research as it emphasizes the importance of the enterprise's relationships with its environment rather than individual variables. (Catturi, 2010). Table 6 represent elements of

analysis defined by Gino Zappa; Table 7 was created for the theories described above to compare their characteristics.

4.6 Interdisciplinary Theoretical Framework

In comparing the theories, we focused on identifying the main elements characterizing each approach and the main focus and limitations.
In the study of the characterizing elements, it emerged that there are strong connections between these theories, especially concerning knowledge transfer, greater empowerment of the individual, and greater sharing of skills and values.
However, an important aspect to emphasize is how these elements, although familiar to several theories, focus on different levels of change. Some relate purely to the individual sphere, others to the more general organizational sphere, and some lie between the two. In attempting to define an interdisciplinary framework, an attempt was made to place the individual elements for the design goal and the entity of change, as shown in the figure 12
However, given the overlap between the elements of the different theories and the need to combine them

for the framework, it was decided first to define the levels to undertake an organizational analysis; figure 1 makes these levels explicit. The three levels are individual, group, and general organization. At the individual level, the aim is to promote empowerment and integration. To succeed in empowering people, it is necessary to create more collaboration, dialogue, and exchange of knowledge that can also change or enrich the mental models that constitute an overly rigid status quo, which can, in turn, hinder change actions from below. At an intermediate group level, the focus is more on creating and maintaining a favorable climate for exchanges and the joint identification of problems or critical issues to jointly identify the best ways to solve them and thus contribute to the creation of an organization capable of responding to unforeseen or sudden changes in working methods. Finally, at the general organizational level, the focus is on two aspects, one more internal, related to how people and business are managed, and one that considers the company's relations with the external environment, both in terms of collaborations and in terms of resource acquisition and transformation. In the interdisciplinary framework, Figure 13 outlines the elements that need to be retained for each theory. This framework will serve as a reference for applying SD to the organizational sphere.

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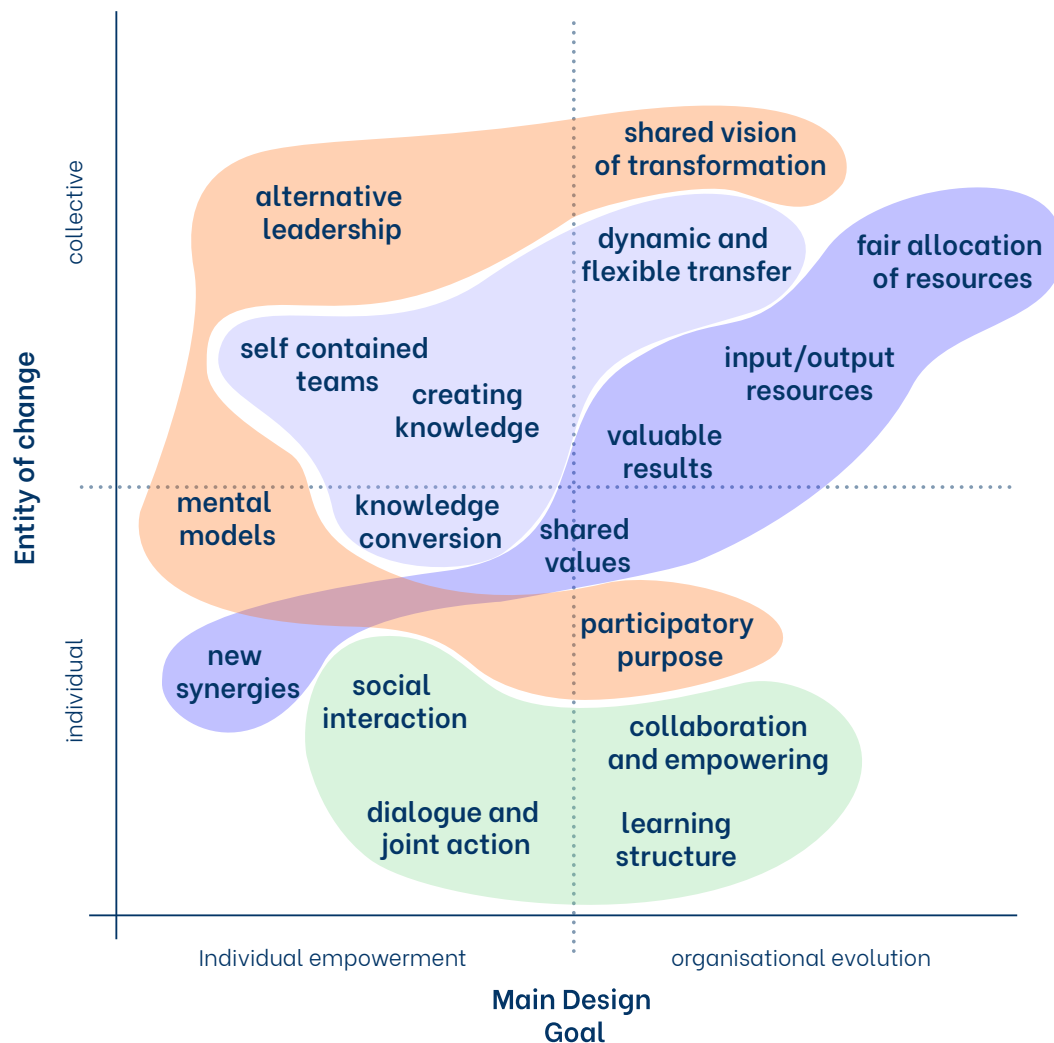
Figure 12 - Entity of change and design goals
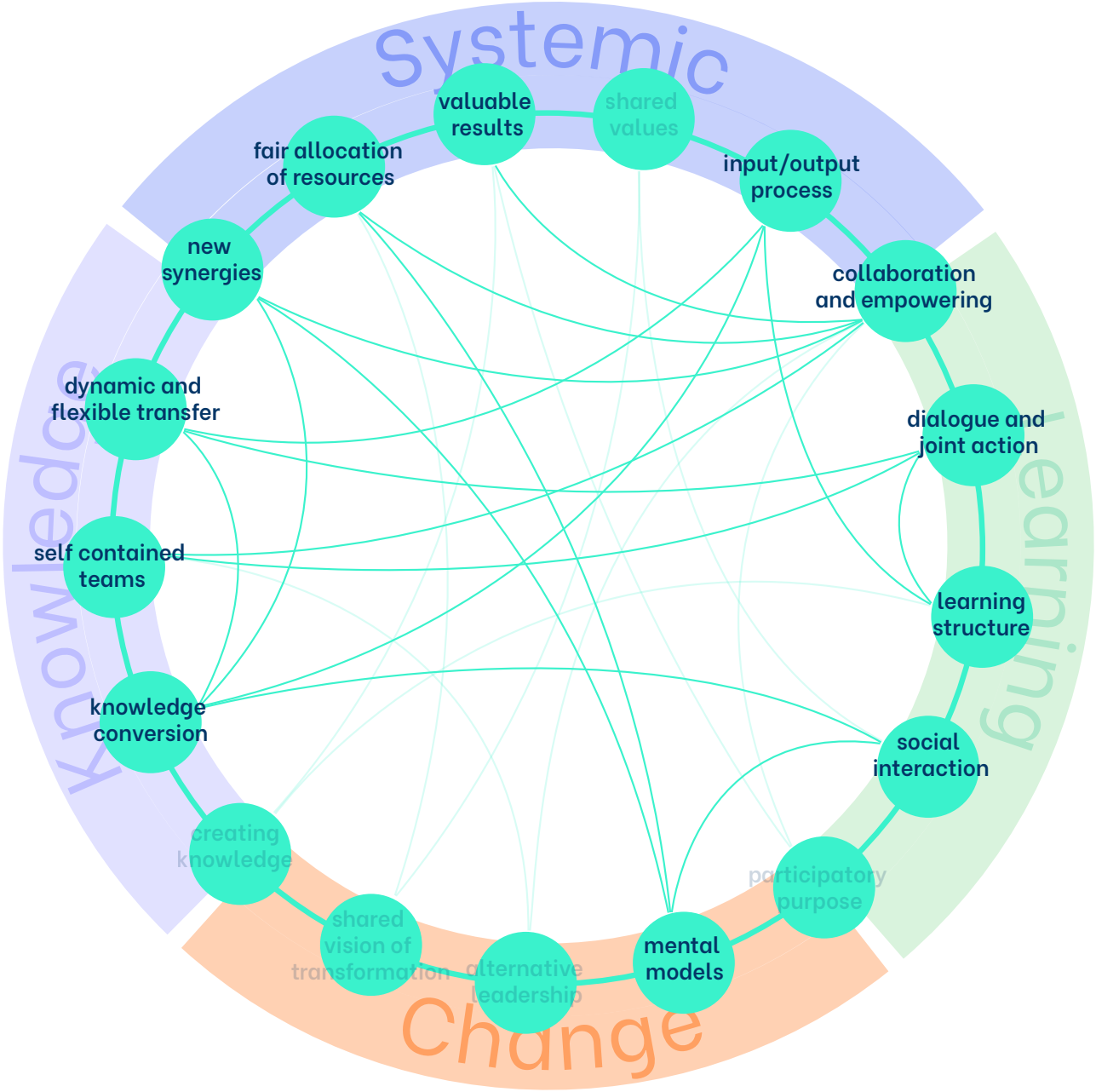
Figure 13 - Interdisciplinary theoretical framework
Interrelationship between the theories and the elements

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Chapter 5

Tools design

this chapter introduces the preliminary analysis to design
living systemic tools for SEs, addressing
objective 2: outline elements to include in the systemic
tools

5.1 Introduction

In this section, I will describe the process I followed to arrive at and define tools
to guide SEs toward a holistic analysis of their organizational situation and to
support them in the co-design process.

The first step towards realizing valid tools was to identify an interdisciplinary
design-oriented theoretical framework capable of summarizing the main aspects
of different theories related to organizational implementation, as we have seen
in the previous chapter.

Designing organizational change means considering different levels of
complexity, in which several elements are related to each other and interact
in a broader network. Without a design process aimed at understanding this
complexity, there is a risk of treating this subject superficially and choosing
solutions unsuited to the application context and its dynamics. During the
study of the main problems that SEs face, it emerged that economic restrictions,
among other things, can be an obstacle to undertaking consultancy actions
aimed at organizational improvement and efficiency, as well as the training
of managerial and management skills among people. From this need and the
desire to contribute to developing a more ethical and sustainable business model
came the opportunity to create tools based on the identified interdisciplinary
theoretical framework.

The specific objective is to provide a method of organizational analysis and
implementation based on a democratic process in which no particular managerial
skills are required; this process is based on the mutual exchange and comparison

of ideas, insights, and opinions to arrive at a final participatory solution.

The phases followed for the design of the tools were as follows:

1. Research into existing design toolkits possibly linked to managerial, organizational or project changes and which envisaged a co-participatory process
2. Research of business model canvas designed explicitly for the third sector

appendices at the end of this manuscript, where each toolkit's individual sheets and unique operational and theoretical features are thoroughly analyzed. The analysis results have helped to define the design guidelines for the living toolkits for social enterprises (Systo), as discussed in section 5.4.

5.2 Toolkit analysis

In the field of design, toolkits are usually designed as a set of tools organized in a single space (Vitali

	audience	purpose	n° step	materials	element analysis	time
SDT	members of a team project colleagues	co-create interventions to tackle organisational and societal complexity	7	canvas + guide	Long-term trends, current system emerging initiatives, relationships,qualitative/ quantitative variables	half day
PDT	entrepreneurs, managers,designers and founders	helps teams craft ecosystem-based platform strategies that are scalable	8	canvas + guide + the digital canvases on Miro	partners,peer producers, consumers,stakeholders, owners,roles, values of exchanges, channels	4-6 hours
CT	entrepreneurs, managers, designers,founders, social enterprise	activate, prototype, growth and develop a community of clients, suppliers,workers	6	canvas + online guide	Actors,characteristics,roles ,responsabilities,activities, channels,opportunities, motivations	no specified
DMT	team members	helps teams divide and assign tasks between team members.	8 *(58 cards in all)*	cards with instructions + user guide	roles, users,intentions	min. of 2 hours max. 1 week
FHDC	design teams; key stakeholders, partners	use Human Centered Design approach to unlock real impact of social enterprises	3 *(57 methods in all)*	field guide	roles, users,intentions	min. of 2 hours max. 2 weeks

Table 8 - Toolkits spectrum

3. Defining the vision and mission of the toolkits and business plans, as well as the target audience and methodology
4. Definition of guidelines for the design of systemic tools for SEs
5. Prototypes of the tools, definition of SEs target groups and main elements of analysis

The goal is to create user-friendly tools that most SEs users can easily understand and access. To achieve this, an analysis of toolkits and business model canvases has been conducted to determine the aspects that are covered and those that are not, as well as how the tools are structured and the materials provided to guide their execution. For a more detailed description, please refer to the

& Arquilla, 2018). Generally, a toolkit or set of tools is designed to remedy the lack of methodologies or practical tools to deal with different issues (Lockton, 2013). In this research, we refer to the design results as "tools," toolkit analysis was a primary step in understanding how to develop an architecture for the tools. Hence, the work of Wölfel & Merritt (2013) was very helpful in understanding the different ways toolkits can be distinguished. According to their work, toolkits can be classified according to five design dimensions:

1) intended use and scope, e.g., whether it lends itself more as a reference material in an archive or library or is intended to support, for example, methodology or participatory planning.

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2) duration and place in the design process, such as brainstorming and divergent production
3) customization of the toolkit, which may be optional, required, or absent

concerning certain aspects that form the basis of this research. This was useful both for deepening the analysis of the toolkits and for understanding in which directions to direct the design of future

SDT PDT CT DMT FHDC

Intended use

Simple — Complex

Creating — Collecting

Linear thinking — Systemic thinking

Managerial — co-design

Group — Organisation

Toolkit outcome

Business context — Community context

Optimization — Radical Changing

Single service/product — Whole organization

Evaluation elements

- toolkit information material
- purpose of the toolkit and single steps
- methodology
- audience

Figure 14 - toolkits evaluation use and outcomes

4) formal qualities of the toolkit, i.e., specific features such as the use of text only or the addition of images to describe the various concepts
Form and structure are the elements that change the most between the various toolkits. There are some made as manuals (IDEO - the field guide to human-centered design), there are the more traditional ones made with worksheets representing diagrams and graphs (Systemic Design toolkit and Community Toolkit), others in the form of maps (Design methods toolkit), some that combine the paper guide support with an online simulation support (Platform design toolkit) in which the user can explore through a case study how the toolkit was used and completed. Based on this information, the toolkits identified as good practices were analyzed. The primary data of each was determined as described in the following table
After this initial analysis, it yvas decided to take a closer look at certain aspects. Taking as elements of analysis the information material, the purpose, the steps, the methodology and the target audience, an attempt was made to situate the different toolkits

tools. The following image (figure 14) shows the representation of the further dimensions of analysis. For each toolkit, different aspects of its intended use are compared. In particular, the author has placed each toolkit according to specific usage styles. For example, the first facet concerns whether the type of use is complex or simple. Simply, the author refers to the possibility of users completing the toolkit without external support. Otherwise, by complexity, the author refers to including external support or the need for specific knowledge to complete the toolkit. At this early stage, no toolkit touches the end of the line, but the most complex toolkits are the Systemic Design and the Design management toolkit. In the first case, prior knowledge of the methodology used in the toolkit is necessary; in the second, the people undertaking it must be familiar with that tool. The second aspect concerns the positioning of the toolkits concerning their intention to create something new for the users/enterprise or to collect information on which to then design in a participatory manner; again, the end of the line

towards "collecting" is not touched upon because although they come close to that aspect, the fact of collecting information is not specified in the toolkit descriptions. Each toolkit is analyzed according to the design thinking that characterizes it; in this case, a choice was made between linear and systemic thinking, and the toolkits tend toward systemic thinking. The penultimate aspect concerns the approach to using the tools, whether managerial or aimed at promoting co-design processes; in this case, the Design Management Toolkit is at the extreme left of the line as it is aimed explicitly at project or team managers. The Systemic Design Toolkit and the Community Toolkit represent the opposite extreme and have a collaborative solid matrix. Finally, the Platform Design Toolkit and the Field Guide to Human-Centered Design are considered intermediate because the approach type does not have a clear-cut connotation but is conditioned by the type of user interface with the toolkit. Finally, the toolkits are placed concerning whether their use involves a specific group or addresses the entire organization, in which case most toolkits are located towards the left end of the line with the sole exception of the community design toolkit. The second part of the assessment concerns the outcomes that the toolkits produce, whether these are related to the business context or the community context, in which case the majority lean towards the former. It was analyzed

whether the outcomes they are intended to produce are to optimize the existing or to generate radical change; here, the majority of toolkits are in the middle of the line because there is no evidence to assign them to either side clearly, except for the design management toolkit which is on the left-hand side of the line. The last aspect concerning outcomes is to define whether the outcomes produced are inherent to individual services/products or concern the organization more broadly; as can be seen, there is an almost equal division. A further analysis was made concerning several issues and problems in line with social entrepreneurship's challenges. This way, an attempt was made to understand which analyzed toolkits already addressed these challenges with their canvas and methodology. This in-depth study aimed to understand better whether some of the analyzed toolkits could be adapted to the purpose of the research without necessarily having to create something new but by implementing the existing one, which is already the result of lengthy research and development work. It should be remembered that after the design of such tools, there follow periods of continuous improvement and adaptation to the realities to be faced.

As seen from the table above (table 9), the horizontal axes highlighted in darker grey are the issues that were not touched upon by any of the toolkits under

THEME	ISSUE	Systemic Design Toolkit	Platform Design Toolkit	Community Toolkit	The Design method toolkit	Field guide to Human Centered Design
Product/service innovation	innovative solutions for emerging needs	X				X
New business/enterprise development	overcoming the limitations of current business models		X			
	building more sustainable business realities	X		X		
Improvement processes	Knowledge Sharing					
	finding resources to perform specified tasks			X	X	
	improving internal communication			X	X	X
	interactions between internal roles					
	interactions between external roles		X			
	empowering to spread leadership					
Surviving in context	understand system complexity	X				
	help in overcoming social, ecological, economic challenges	X		X		X
	facilitate exchanges and transactions between enterprises and context	X		X		X

Table 9 - Limitations of toolkits in addressing specific issues

analysis, and others only to a minimal extent. Among the main limitations, there emerges a poor investigation and understanding of the internal dynamics within the enterprise that characterize the organization of its activities; an almost non-existent sharing of knowledge, understood as the value generated by the enterprise but which often remains in tacit form as the personal experience of individuals. The lack of knowledge sharing contributes to the creation of 'key figures' who, as bearers of expertise and skills, end up accumulating tasks and activities that go beyond their official role, contributing to the development of an operational-strategic dependency. This dependency is a factor that can negatively influence the company's organization since it means that if these critical figures were to be lacking, there would be a risk of jeopardizing the performance of the work. On the contrary, diffusion of knowledge constitutes the first step towards empowering people who can thus, with time, acquire the right skills to take on roles of greater responsibility, avoiding an overload of middle managers or related figures. Understanding the boundaries and limits of one's business model imply not only conducting a study on how to set up one's own business but, in retrospect conducting an analysis on which objectives have been achieved and whether these impact the community. This then leads to an understanding of the complexity in which the system moves; we know that the business context is very complex, but in the case of social enterprises, it can be more so, especially in those cases where the work is carried out by people who are considered socially fragile and who are part of the mission of the enterprise, which consequently must guarantee the result.

5.2.1 Findings

After analyzing the six toolkits, they were divided into "primary toolkits" and "secondary toolkits." The primary toolkits include the Systemic Design Toolkit, the Platform design toolkit, and the community toolkit, all three of which consist of a similar number of canvases. The presence of several canvases constitutes more depth and, thus, more detail and suggests sequential use. Generally, users complete the canvases in sequence, following the designer's guide to analyzing and completing the process step by step. The number of canvases between the three toolkits is about the same; No. Terms of usage, all

three are completed by compiling the canvas. One difference is found in the Systemic Design toolkit, where there is a tool called 'connector', which in the sixth step requires more interaction from users, inviting them to link the emerging content. Another aspect characterizing these three toolkits is that they use a macro to a micro method of analysis; in all three, the designers have put in the first steps some canvases for general analysis, which are then followed by canvases for more detailed analysis of specific aspects.

The secondary toolkits are the Design method toolkit and the Field guide to human-centered design. The former consists of cards, each representing an action to be undertaken or a diagram/scheme to be used and is specifically for groups who want to divide up the work during a project better. The curious aspect is that the cards have been divided between research and creation, thus allowing users to choose the macro area of interest. Another interesting part is how the individual cards are explained and how users can interact with them. On the front of the cards, the primary information about the category they belong to, the macro area of interest and the time needed to perform it. On the back are instructions with recommendations on how to apply the method more easily. A negative aspect of this toolkit is the large variety of small cards that might discourage users from using it. It is rather challenging to choose which of the many is the most suitable for the group's purposes.

In contrast, the Field guide to human-centered design is designed just like a guide, in which the three main phases are explained: inspiration, ideation and implementation; then, for each of these, there are more methods in the form of exercises for a total of 57 activities. Here again, the consultation can be an obstacle to the actual use of the toolkit; however, there are examples of the implementation of exercises with concrete realities within the toolkit that help users to understand whether that method can be functional for their needs. In conclusion, the leading toolkit group is vital for the analysis methods and the design of the individual canvas. In contrast, the secondary toolkit group helped identify the information to be included to enable a better understanding of the tools.

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5.3 Business model canvas analysis

After analyzing toolkits, we analyzed business models designed explicitly for third-sector realities. It was decided to investigate this managerial aspect since the business model influences the internal organization of enterprises and therefore needs to be integrated into the design of tools for SEs.

The other group that was compiled and compared consists of the Flourishing enterprise, The enterprise innovation toolkit, the Business Model Canvas and the Social and Sustainable Business Model Canvas, all consisting of a single canvas. The user compiles the contents of the analysis on a single sheet. All collected contents can be directly and intuitively viewed in connection with each other on a single canvas. In terms of use, these three single-canvas businesses are faster to compile. Among them, the Flourishing enterprise and the Social and Sustainable Business Model Canvas add icons to draw the form, making the canvas more intuitive and convenient for users to understand and use.

In contrast, the Business Model Canvas uses many textual descriptions to provide users with sufficient guidance. Although it lacks design, it is very convenient for users to understand and use. In content, the Flourishing enterprise has a general framework, content integration, and focus. In contrast, the Business Model Canvas and the Social and Sustainable Business Model Canvas merely fill in the tables and express the content between them through the mutual adherence of forms. Furthermore, another difference between the two toolkits is that the Business Model Canvas changes the background color of the two tables based on subdivision and importance. The table below illustrates the main elements of analysis of business models

5.3.1 Findings

In conclusion, the three business canvases differ in their purpose. The Flourishing enterprise canvas is intended to help define a business or project, considering environmental, social and economic aspects; of the three, it is perhaps the most comprehensive and closest to a holistic perspective. According to the authors, icons within the boxes should help users better understand what information to include, making this toolkit capable of
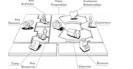
	audience	purpose	n° step	materials	element analysis	time
Flourishing Business Canvas	strategy consultants, startup coaches, leaders of established organizations, entrepreneurs	co-create business model to enable enterprise' future viability and sustainability. Empowering enterprises towards flourishing innovations.	**16**	canvas + guide	environment elements(resources, ecosystem services); Society (value, benefits, relationships, stakeholders), Economy (process, value, cost, channels)	no specified
CARIPLO SOCIAL INNOVATION	all organizations which want to strenghten growth models	creation of sustainable business model	**11**	canva with leading questions	stakeholders, key activities, key resources, social value, relationships and customers, channels, beneficiaries, impact and metrics costs and revenues	no specified
	non-profit enterprises	co-create business model that enable enterprise' future viability and sustainability - as-flourishing. Empowering enterprises towards flourishing innovations	**11**	canva with leading questions	key partnerships, key activities, key resources, value propositions, customer relationships, channels, customer segments, cost structures, revenue streams	no specified

Table 10 - Business models spectrum

HAVING AREA

GIVING AREA

VALUE

Key activities

Suppliers and distributors

Resources

Relationships

Customers

Channels

Costs

Revenues
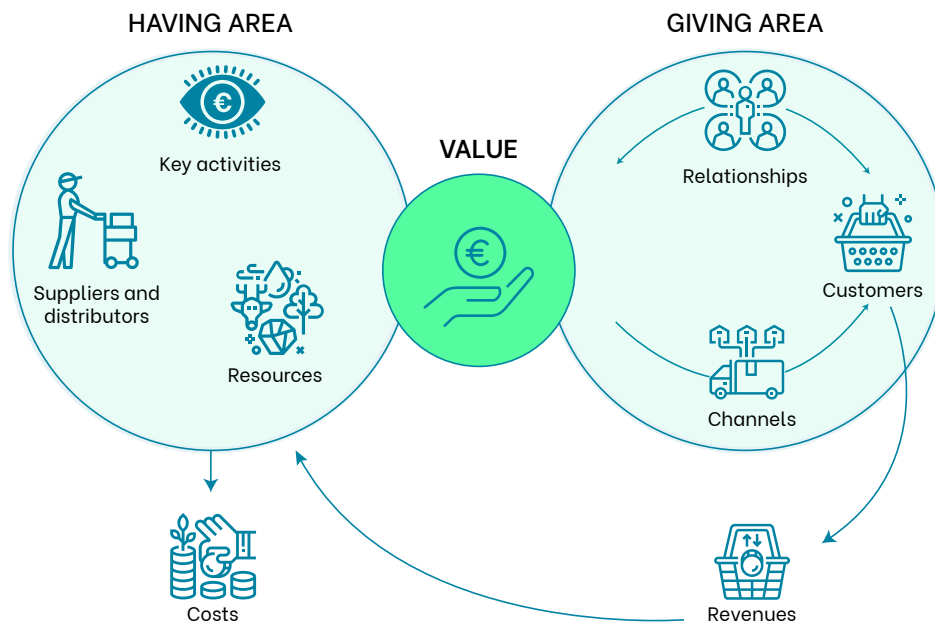
Figure 15 - Business as usual

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HAVING AREA

GIVING AREA

SOCIAL VALUE

Participation Activities

Partnerships

Resources

Relationships

stakeholders

Community

Costs

Revenues/Benefit
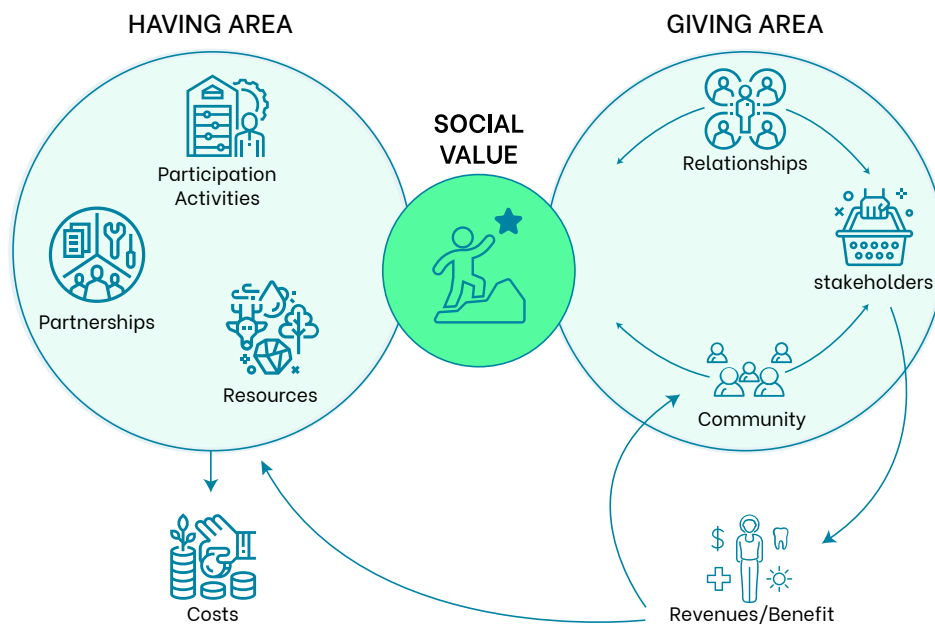
Figure 16 - Social business

self-completing. The Social and Sustainable Business Model Canvas focuses mainly on the social aspects of business and, unlike the others, places particular emphasis on defining impact and metrics to measure it. Within the boxes are questions and keywords to guide users in compiling it, a practical design aspect to allow users to compile the canvas autonomously but one that clashes with users who need more skills to interpret it correctly. Finally, the Business model

canvas aims to help better manage resources, an issue of great relevance in non-profit realities. This is the most like the traditional business model, the main difference being the definition of the value offered. Value does not usually appear in business models; the inclusion of this variable makes the tool more in line with the type of social business.

In general, the analysis of the business canvas has reinforced an awareness that had already arisen at
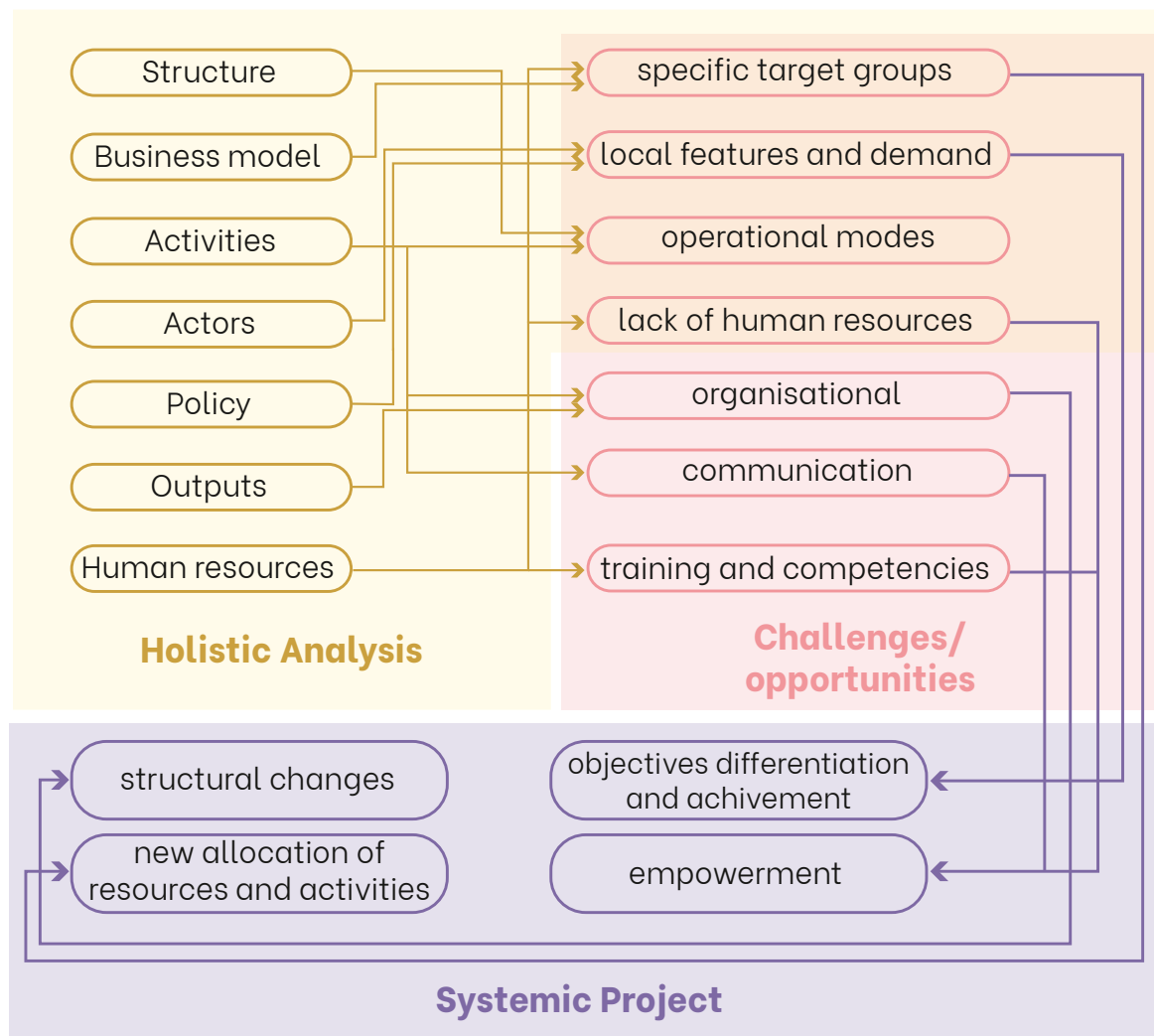
Figure 17 - Systemic guidelines
to design Systo tools for Social Enterprises

the beginning of the research work, namely that it can be counterproductive for SEs to use the same tools generally adopted by traditional businesses because they lack the nuances that are instead characteristic of social business. The figures (15-16), reworked by the author from Kanjii Lab, a marketing and business strategy studio, represent differences between traditional business models that promote activities and services that provide value to the enterprise; from a social business that includes its business strategy elements more related to territorial context and aims to provide social value through activities and services specifically to address societal, environmental, and economic needs.

5.4 Systemic guidelines

After analyzing toolkits and business models, guidelines were defined to design living tools(Systo) for SEs (Figure 17).

The design process required about nine months to be well-defined and structured. Finally, the first version of tools has been designed, taking inspiration from the existing toolkit analyzed previously. Specifically, I frame the less-treated aspects, trying to define the elements more related to the theories that compose the interdisciplinary framework. For example, the features less present in the toolkits analyzed relate to the intertwined roles and people, which could better sustain sharing knowledge. Following the findings,
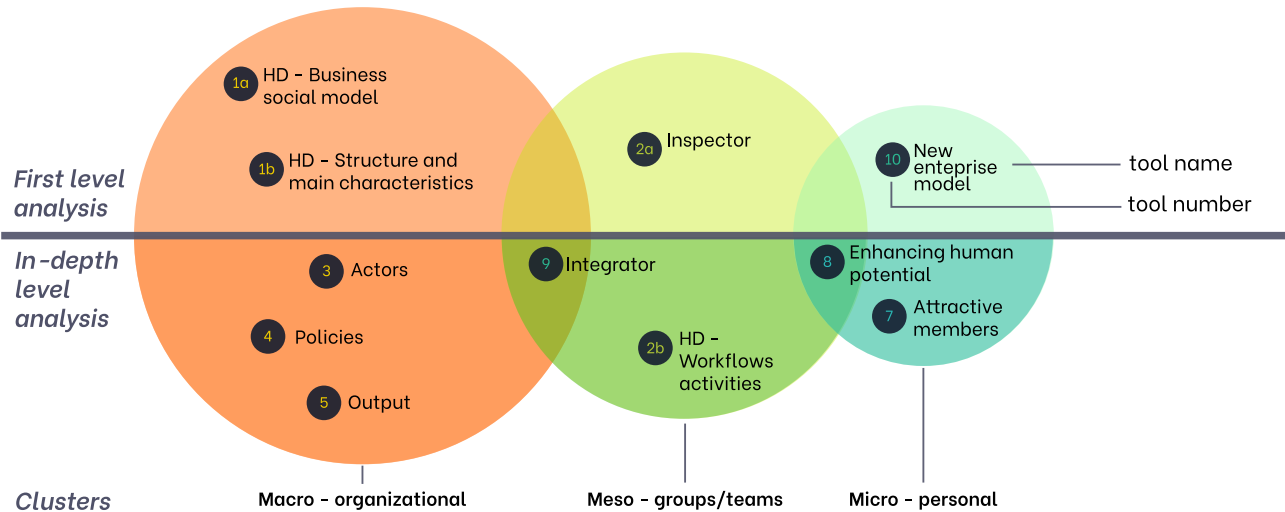
Figure 18 - Systo architecture and analysis levels

guidelines are defined according to the spheres of analysis and the elements to be addressed with the tools to provide a complete view of the enterprise system at multiple levels. In Figure 18, the architecture on which Systo was designed is depicted, along with how each tool is connected to the enterprise levels of analysis. Starting from a macro perspective, the tools must interface with the elements that characterize the territory of reference for the enterprise. The aspects to be considered for this level concern the policies that regulate the activity, the actors that move in the reference context, the category of people addressed by the social mission and the geographical level at which the activities are carried out. Continuing with the analysis, we move on to the enterprise understood as a whole with its variables, such as the people to be framed and placed concerning roles, jobs, personal aspirations and skills.

Then, analyze activities about their differentiation, resource utilization and workflow management. Finally, the outputs and their respective relationship with the activities carried out by the company and the impacts they generate concerning the three dimensions of sustainability, i.e., environmental, social, and economic. Following the analysis of the main characteristics of the enterprise, moving from a macro to a micro level, we arrive at the stage of identifying criticalities and possibilities. This phase takes place in two stages, a macro level that generally gathers accurate impressions and a more detailed

one that refers to each of the activities analyzed. This way, an attempt is made to bring to light the connections between problems, activities, people, and management. Finally, everything that emerges from this sequence must be channeled into the final systemic project. The aim is to re-plan critical organizational or management aspects, improve the use of the enterprise's internal resources, not just material resources, and define strategies to support and incentivize the social mission.

The following section explains the methodological steps and their correspondence with systemic tools in more detail.

5.5 Systo tools architecture

Systemic tools (Systo) incorporate an approach to analyze the organization and identify the right actions to improve it, keeping the goals that make up the social mission in balance with those that define economic needs. The proposed approach is Systemic Design, which consists of five main steps: Holistic Analysis (HD), Challenges and Opportunities, Systemic Design, Results Study, and Results Implementation. The first phase, holistic analysis, is a divergent moment in which the designer explores the context and tries to discover its peculiarities and characteristics. In tool design, this phase is represented by four different canvases. The

first, tool 1a, requires the inclusion of information about the evolutionary history of the company, the definition of its social objectives and a series of questions to understand the business model adopted. Since the company is a system operating within a given context, the tools for analyzing the reference environment are designed to make the holistic analysis as comprehensive as possible. The "actors" tool is a map to identify the variety of actors interacting with the enterprise and their location at the territorial level. Although social enterprises often operate in local contexts, this can sometimes be a problem if the field is narrower; therefore, actor analysis can help identify new relational possibilities. Finally, the "Policies" tool was designed to gather information and build shared awareness of what policies can help in service/product delivery. Policies that the company adopts and those it would like to adopt in the future can be included in this tool .

The second stage is at the beginning of the convergence phase and concerns identifying positive and negative aspects. After analyzing the characteristics of the company and its environment, we move on to identifying the critical elements and problems encountered in the correspondence between objectives and results, in the performance of day-to-day activities, or in managing resources to complete tasks. At this stage, it is particularly important to be able to gather the views and different perceptions that people have while doing their work. To support this process, it was necessary to design tools that would accompany people in explaining critical issues from their point of view and then decide which to focus on to identify solutions. The first tool that forms part of this phase is the "output analysis" tool, which is used to make explicit the outputs generated by the enterprise and identify the relationships with the goals and the impact they develop in the territory. Finally, as enterprises, their activities may be regulated or supported by more or less ad hoc policies and legislation.
The tool "inspector" proposes an overview of the main negativities and positivities perceived by people, divided according to macro-categories such as: operational, organizational, and communicative.

The next step is an in-depth analysis of the processes governing the activities; the tool is called Holistic analysis of the activities and involves specifying

details on one or more of the activities that one wishes to analyze to understand which criticalities and necessities are linked to it. Furthermore, this tool verifies whether the previously specified problems in the 'inspector' tool correspond to the activities' performance.

The third phase is based on participatory processes that invite reflection on what could be new ways of action concerning one or more critical issues identified in the previous instruments. This is the task of the 'divergent thinking' tool, in which participants are asked to decide which problem or problems they want to find a solution to in the immediate future. The divergent thinking technique is intended to stimulate a confrontation that enables the identification of innovative solutions. This tool is one of the most complicated to understand because it encompasses a method that is not usually known to the company's employees; therefore, it can take longer than expected.
Since, as we have seen in the previous chapters, people constitute the real engine of the enterprise and are the main actors of the changes that may take place within it, with the "Attractive members" tool, we want to stimulate a self-analysis of people, towards their aspirations or intentions. The intention is to express which experiences or knowledge should be shared or learned from colleagues. This tool requires a further activity, i.e., once the participants have each completed their wheel, they are asked to look for connections between the different parts of the tool and to what each has expressed. In this way, it will be possible to identify, where there are any, people who are 'attractors' more than others concerning activities, responsibilities, or specific competencies. Based on this information, it will also be possible to understand where knowledge resides as a strategic element of the company and to reason a posteriori on which mechanisms to implement to transfer or convert it. Still keeping the focus on people, the 'Enhancing the human potential' tool aims to reflect the training staff receives and that they would like to receive. The aim is to understand, in addition to compulsory skills, what other interests and expectations are not expressed but which, if fulfilled, could contribute to greater employee engagement.

The fourth phase promoted by the tools is the one

that aims at in-depth analysis and selection of the best changes that can be undertaken to support a conscious and participative change, which therefore is not dropped from above but comes from the contribution of the people who live the company and its dynamics. To support this phase, the 'integrator' tool summarizes all the information and analyses in

representation through an organizational chart. In fact, as a complex and living reality, we believe each company should be free to represent itself best.

After the fifth phase, the designer's role becomes paramount as it involves collecting data on the use of the tools, their understanding and the participants' feedback. Finally, the designer undertakes to codify

Systemic Design phase	Holistic analysis of enterprise characteristics and its context	Identify positive and negative characteristics in different business elements	Reflection on new solution and possibilities	Highlight reflections and future perspective of change	Activate the possibilities for change outlined in the tools
	Understand context – Framing problems		Designing systemic solutions – co participated process		Implementing systemic solutions
	Diverge phase		Converge phase – Diverge phase		Converge phase
Tools n° and name	1a: Holistic Analysis – BM 1b : Holistic Analysis – Gov 3: Actors 4: Policies	2a: Inspector 2b: Holistic Analysis – activities	5: Output analysis 8: Enhancing human potential	7: Attractive members	9: Integrator 10: New enterprise vision
Elements and actions triggered by the tools	Business elements, managerial and structural aspects; mapping of actors and policies governing the enterprise's actions	Outline the positive and negative aspects about the goals that characterize the enterprise and its mission	Finding solutions in a co-participated way to common issues by collecting data on employee goals and aspirations.	Defining the essential measures needed to effectively implement organizational and management changes within the enterprise.	Co-design of the new enterprise model and possibility of implementing a new organizational vision
Analysis level	organisational	personal group	organisational group	organisational group personal	organisational group personal

Figure 19 - Methodological steps and tool stages in relation to the elements and actions within the enterprise

the previous tools. It is structured on a column where the elements previously analyzed are to be found, and a row where several actions to be taken for each are expressed. The activities must be decided jointly by all participants. With this tool, the idea is to invite people to think about what has emerged and co-define future actions.

Finally, the last step focuses on the systemic project. In this final step, the "New enterprise vision" tool encourages participants to move away from the classic organizational approach based on functions and hierarchies and invites them to reflect on the value people generate and the enterprise brings. We also want to abolish traditional organizational

the results that emerged with the tools and to provide their vision of the possible changes to be launched at the organizational level, giving an external view of the complexity that governs the company. The added value of the process lies in the direct contribution of people towards a process of review and understanding of organizational and management dynamics. This is to avoid acting based on something predefined or dictated by a top-down approach. We know that every enterprise, even those in the non-profit sector, often has a top-down dynamics where people are called upon to make crucial decisions on the enterprise's future. Still, in this case, the aspects on which to base those decisions are defined by the people who make up the company, taking their views and ideas

for change as a reference.

Furthermore, in administering the tools and their actual contribution to organizational innovation, it was deemed necessary to define, within a logical framework, which indicators and means of verification can be used to check their effectiveness. To ensure smooth implementation and practical use of the instruments, we have developed an analytical framework that effectively identifies potential risks. The final appendix includes comprehensive logical frameworks that provide an in-depth understanding of these risks and their impact. In addition, descriptive sheets providing comprehensive information on the final versions of Systo tools can be viewed in the next pages.

SysTo

Basic information

Who is addressed

Entire group

Step n. 1a

enterprise analysis:
examine main features
on historical evolution,
social goals,
business model

Time

min. 0. 40 h
max. 1 h

SD methodology step

Understand context

Cluster
organizational

Key elements of the framework

Input/output – valuable results –
fair resources allocation

Level analysis

First

Social Enterprise:
Write the name of
your enterprise

In this worksheet you have to add information on development
path of enterprise and on its business model with a special
focus on social aspects

Development path

Foundation year

Certifications

Main events

Social goals

SYSTEMIC DESIGN TOOLS
FOR SOCIAL ENTERPRISE
Organisational implementation

Who
you help?
Who or what is
positively impacted?

How do you cooperate?
What are your relationships?

What you do?
What are your main activities?

How they know you? main channels

How you help?

What/who are social
problems and
beneficiaries?

Who helps
you?
What resources
need you?

What you give?
What are the most important costs?

What you get?
What are your benefits?

1a- Holistic Analysis of Social Enterprise
Overview of the social enterprise and its business model

Aim

Examine the business model and
communication alignment with mission
and values.

Outcome

Improve enterprise knowledge and gather
information on its main characteristics
and development.

Notes

The first step toward a systemic vision of the enterprise is a technique that helps users understand the "big picture. This
tool provides a simplified version of the business model canvas;the open-ended questions and description of social goals
highlight the communicative alignment of participants with respect to the enterprise's identity.

SysTo

Basic information

Step n. 1b

enterprise analysis: examine main features on structure, coordination and monitoring

SD methodology step

Understand context

Who is addressed

Entire group

Time

min. 0. 40 h
max. 1 h

Cluster
organizational

Key elements of the framework

fair resources allocation –
evaluation of enterprise features

Level analysis

First

Social Enterprise:
Write the name of your enterprise

In this worksheet, you have to add information on roles and hierarchies who lead the enterprise and make an auto valuction on characteristics and coordination mechanisms.

Current organisational structure

Director–Board

sector/head of department

Teams

n. of employees of which members extend collaborators

Characteristics of the structure	Evaluation from 0 to 4 – together decide what score give to each characteristics				
	0	1	2	3	4
Social goals fulfillment					
Adaptability to sudden needs (market/customer)					
Diversity of services/products					
Complexity of the work					
Decision–making processes					
Sharing responsibilities					

coordination and monitoring	
methods for coordinating and/or monitor the work	When are they used?
o Supervision	
o Standardising processes	
o Standardising results	
o Input standardisation	
o Employee engagement	

SYSTEMIC DESIGN TOOLS FOR SOCIAL ENTERPRISE
Organisational implementation

1b– Holistic Analysis of Social Enterprise
Overview of the social enterprise and its business model

Aim

Examine the enterprise's structure and main methods to perform activities

Outcome

Frame perceptions of operational structure and encourage critical evaluation of operational characteristics

Notes

It is important to carefully assess the operational characteristics of a business structure in order to shape how it is perceived. Taking the time to do so can lead to a more thoughtful and effective approach to managing the business.

SysTo

Basic information

Who is addressed
Entire group

Step n. 3
enterprise analysis: actors' positioning and differentiation

Time
min. 0. 20 h
max. 0.40 h

SD methodology step
Understand context

Cluster
organizational

Key elements of the framework
actors – geographical area of activity

Level analysis
In–depth

In this worksheet, you are understanding enterprise presence in the territory allows us to have a much clearer vision of its link with the community and its relationships
What connections have the enterprise managed to create in the territory? What are the main actors that determine the success of its activities?

Economic environment

Strong actors

Weak actors

Social environment

Outside the region

Within the region

In the province

In the city

SYSTEMIC DESIGN TOOLS FOR SOCIAL ENTERPRISE
Organisational implementation

3 –Analysis of actors
Identifying connections between actors, activities and territory

Aim
Identify stakeholders based on how they relate to the needs of the organization.

Outcome
Understand the network of relationships in the target area and assess the balance between the social and economic spheres.

Notes
By gaining an understanding of how people connect and interact, we can more effectively evaluate the balance between the social and economic spheres. This knowledge is essential for identifying any areas of inequality or disproportion and creating tailored strategies to address them.

SysTo

Basic information

Step n. 4

enterprise analysis:
policies or regulatory
frameworks

SD methodology step

Understand context

Who is addressed

The individuals within the
group are responsible for
making administrative
and strategic decisions.

Time

min. 0. 20 h
max. 0.40 h

Cluster
organizational

Key elements of the framework

policies – legislation – regulations

Level analysis

In-depth

This worksheet aims at those who deal with administrative or management issues or hold a position of responsibility for which they necessarily have to interface with territorial policy issues.

Policies, legislation and regulations in supporting activities

Contents how does this policy or regulation help the company? What is its purpose?	Level which political level it refers to (local, regional, national..)	Conditions/Requirements of application any particular conditions that the company must have in order to apply this policy/regulation?	Advancement how far along is the company with respect to the application?	Missing conditions what are the missing conditions for which the application of the policy did not work?

SYSTEMIC DESIGN TOOLS FOR SOCIAL ENTERPRISE
Organisational implementation

4 – Policy
Identifying policies in support of the company's activities

Aim Describe the key policies or regulations that support the activities.

Outcome Explain the regulations that support the business and understand their degree of leverage.

Notes Providing additional details regarding the regulatory framework that bolsters social enterprise; would be highly advantageous to pinpoint any prospects for new activities and reinforce the enterprise.

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SysTo

Basic information

Step n. 5
enterprise analysis: objectives achievement, activities, results and impacts

Who is addressed
The entire group

SD methodology step
Framing problems

Time
min. 0.40 h
max. 1 h

Cluster organizational

Key elements of the framework
goals, activity, results and impacts

Level analysis
In-depth

Example:
Social objective: integrate people with mental and physical disadvantages into the labor market
Activity: trainings as a professional worker in assembly
Results: Placement in nonprofit companies of No. people in one year
Impact: decrease unemployment of disadvantaged people

Legenda:
☐ Short-term goals
☐ Mid-term goals
☐ Long-term goals

Impact
Results
Activities
Economic goals
Social goals
Environmental goals

5 - Output analysis
Understand the actual achievement of objectives with respect to activities carried out and results achieved

SYSTEMIC DESIGN TOOLS
FOR SOCIAL ENTERPRISE ©
Organisational implementation

Aim
Create awareness of the mission of the enterprise

Outcome
Frame the achievements and shortcomings of the enterprise's goals; spread the understanding of the enterprise's mission

Notes
Recognizing successes and failures is essential for learning and improving. Sharing the enterprise's mission can align stakeholders and inspire others to join in the efforts towards a greater purpose.

Basic information

Step n. 2a

enterprise analysis: unexpressed feedback on enterprise model

Who is addressed

The entire group

SD methodology step

Framing problems

Time

min. 0.40 h
max. 1 h
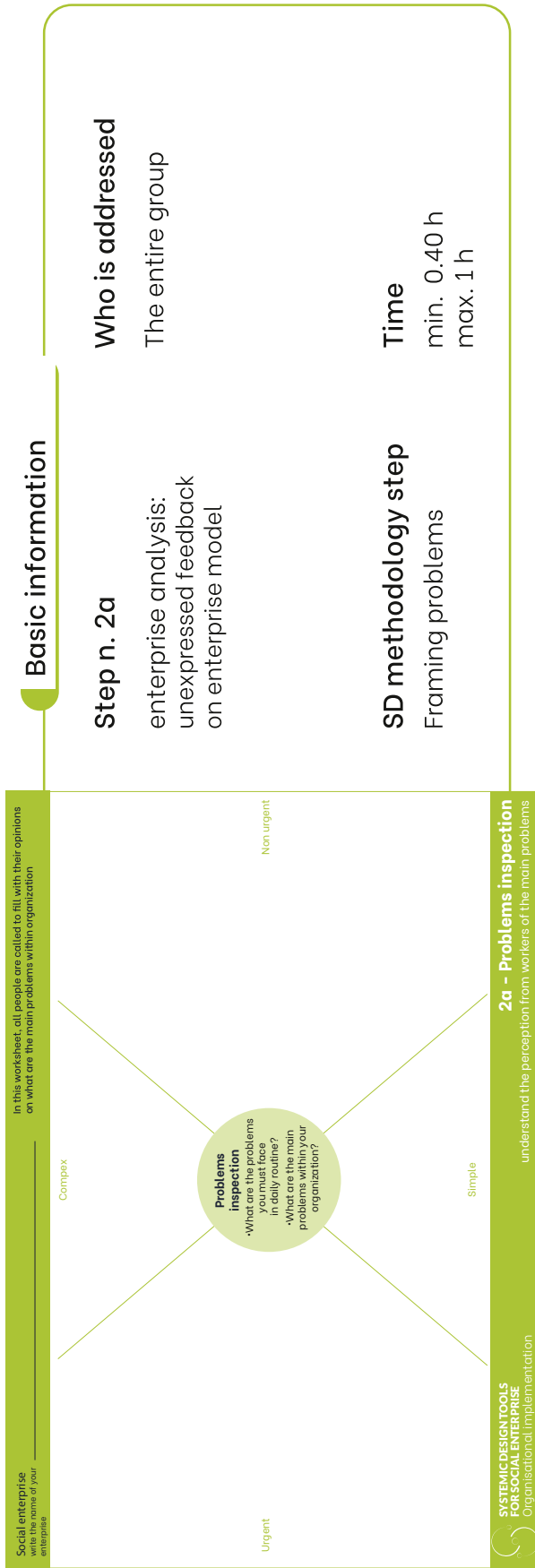
Cluster
organizational
+ group

Key elements of the framework

organizational, communicative and operative

Level analysis

First

Social enterprise
write the name of your enterprise

In this worksheet, all people are called to fill with their opinions on what are the main problems within organization

Non urgent

Compex

Problems inspection
• What are the problems you must face in daily routine?
• What are the main problems within your organization?

Simple

Urgent

2a – Problems inspection
understand the perception from workers of the main problems

SYSTEMIC DESIGN TOOLS FOR SOCIAL ENTERPRISE
Organisational implementation

Aim

Create discussion on common issues that are unexpressed or underestimated

Outcome

Map feedback on different spheres of the enterprise; valorize positivities and boost to change criticalities through a common sharing.

Notes

Employees may feel overwhelmed or burnt out, and communication between departments can be lacking. To address these, it's crucial to gather feedback from all levels and work together to create positive change.

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SysTo

Basic information

Step n. 2b

enterprise analysis: operating modes, activities organization, critical issues

SD methodology step

Framing problems

Who is addressed

The entire group or small groups according to specific activity

Time

min. 0.20 h
max. 0.50 h

Cluster
group
+ individual

Key elements of the framework

workflows, roles, skills, problems, time, tools

Level analysis

In-depth

Activity
What is named the activity you want to analyze

In this worksheet, the department/service employees under analysis are asked to explain how the work is carried out or how a service is provided.

Time/seasonality	Location / programme	Equipment
is there a specific time or seasonality in which the activity is carried out?	is there a specific location where it takes place? is a computer programme used?	what are the main tools, equipment and machinery required to carry out this activity?

Workflow	Roles	Vulnerable subjects	Skills	Problems
briefly list the steps in which the activity takes place	which roles are involved	are there vulnerable subjects?	what skills are needed to accomplish the task?	for each step what are the problems?
	inside the Social Enterprise / outside the Social Enterprise	inside the Social Enterprise / outside the Social Enterprise	inside the Social Enterprise / outside the Social Enterprise	

2b – Holistic Analysis of Activities
Understand the work dynamics governing the company's activities

SYSTEMIC DESIGN TOOLS FOR SOCIAL ENTERPRISE
Organisational implementation

Aim

Describe how activities are carried out through defining workflows steps

Outcome

Create awareness of internal and external synergies and increase the perception of individual roles with respect to a single activity.

Notes

Recognizing the interconnection of tasks and responsibilities is key to achieving success in any activity. By acknowledging both internal and external synergies, individuals can work more efficiently and effectively towards a shared objective. Each team member's contribution is invaluable and should be acknowledged and appreciated.

SysTo
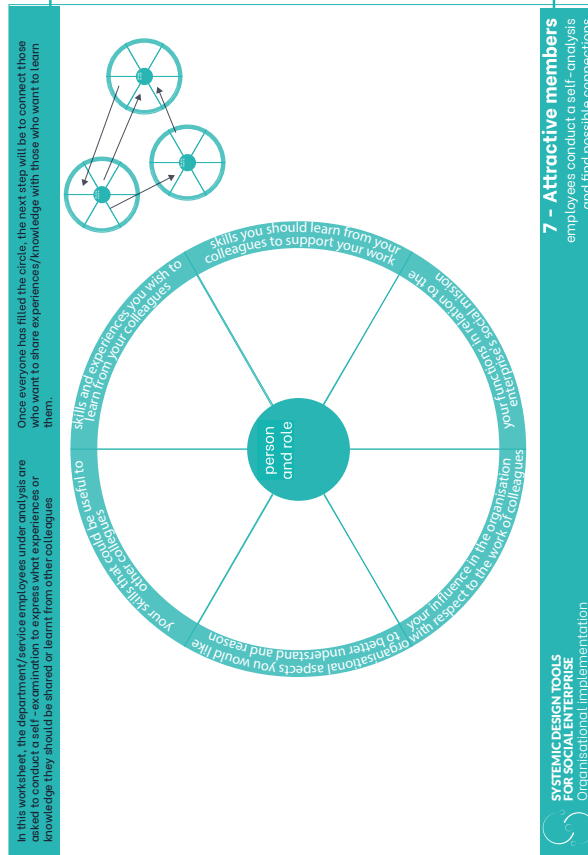
Basic information

Step n. 7

enterprise analysis:
personal role, interests,
competencies

SD methodology step

Designing systemic
solutions

Who is addressed

The single individual

Time

min. 0.20 h
max. 0.30 h

Cluster
group
+ individual

Key elements of the framework

function in relation to social
mission, role characteristics

Level analysis

In-depth

In this worksheet, the department/service employees under analysis are asked to conduct a self-examination to express what experiences or knowledge they should be shared or learnt from other colleagues

Once everyone has filled the circle, the next step will be to connect those who want to share experiences/knowledge with those who want to learn them.

7 - Attractive members
employees conduct a self-analysis
and find possible connections

person
and role

skills you should learn from your
colleagues to support your work

skills and experiences you wish to
learn from your colleagues

your skills that could be useful to
other colleagues

your functions in relation to the
enterprise's social mission

your influence in the organisation
with respect to the work of colleagues

organisational aspects you would like
to better understand and reason

SYSTEMIC DESIGN TOOLS
FOR SOCIAL ENTERPRISE
Organisational implementation

Aim   Create positive loops to increase
involvement and adherence to the
organisation

Outcome   Encourage people to think about their
skills and experiences and link them with
those of other colleagues to foster more
efficient work dynamics.

Notes   Collaborating with coworkers who have complementary skills can lead to a more efficient work environment. Reach out
to explore these opportunities for greater success.

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SysTo

Basic information

Who is addressed

The entire group

Step n. 9

enterprise analysis:
possibilities and intentions
for implementation

SD methodology step

Designing systemic
solutions

Time

min. 0.20 h
max. 1 h

Cluster
group
+ individual

Key elements of the framework

learning structure – social
interactions

Level analysis

First

This worksheet is intended to mirror the training staff receive and the training they would like to receive. It aims to understand, in addition to the mandatory notions, what other interests and expectations there are not expressed.

People employed
in activities

People present and
available in the enterprise

People from outside the company who are involved in specific activities

People within the social enterprise employed in the analysed activity and roles

People present in the company but not employed in the analysed activity and motivation

Training formal

Organisation
provider

mandatory (yes/no)

What kind of training is provided by the company?

Training informal

Supplied by whom?
in what modality?

What kind of training would you like to receive from the company?

New resources within
of the enterprise

8 – Enhancing human potential
How training is done and which internal skills can be enhanced

SYSTEMIC DESIGN TOOLS
FOR SOCIAL ENTERPRISE
Organisational implementation

Aim

Summarize the possibilities for
undertaking changes

Outcome

Define a participatory change strategy by
including the preceding reflections and
evidence about the enterprise model

Notes

To successfully implement organizational changes, use reflection, evidence-based strategies, and a participatory
approach for a better understanding of the necessary direction.

SysTo

Basic information

Step n. 8

enterprise analysis:
training
personal aspirations
implementation possibilities

SD methodology step

Designing systemic
solutions

Who is addressed

The entire group

Time

min. 0.20 h
max. 0.50 h

Cluster
group
+ individual

Key elements of the framework

learning structure – social
interactions

Level analysis

First

The sheet is divided into two: a column with the elements mainly analysed with the tools (people, policies, values, activities, processes, training) and a
row in which you find verbs that should prompt you to think about what actions could be taken for each element.

What change do you want to test? What aspects do you want to develop in relation to your aspirations?	Open discussion on new initiatives to support change					
	Integrate	Change/reverse	Adapt	Join	Replace	Delete
	Are there resources or values that can be supplemented with new elements from outside or inside the company?	What if I decided to change/reverse something in work processes or organisational rule?	Are there lessons used elements that can be better adapted to the organisational activities?	Would it be possible to combine several activities to optimise resources and individuals? Would you be willing to combine people who have never worked together in the same team?	are there elements that should be replaced? what benefits would they bring?	How can work be made easier and less complicated?
People						
Policy						
Values						
Activities						
Processes						
Training						

9 – Integrator

Integrating analysis results and improvement plans
to obtain a new framework

SYSTEMIC DESIGN TOOLS
FOR SOCIAL ENTERPRISE
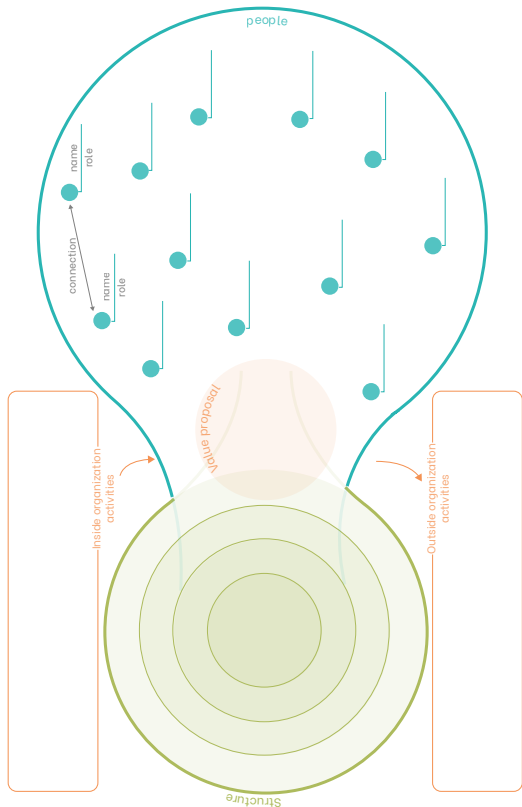Organisational implementation

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Aim

Represent the training received by staff
and the training they would like to receive
to enhance their skills

Outcome

Identify possible training sub-dynamics
that could be formalized, facilitating the
transfer of knowledge and skills.

Notes

It's crucial for the company to provide its personnel with adequate training in order to develop and deliver
services/products effectively. This includes capturing both their current training and desired training.

SysTo

SYSTEMIC DESIGN TOOLS FOR SOCIAL ENTERPRISE ®
Organisational implementation

10– New enterprise vision
Changes and improvements in a new enterprise system

Basic information

Step n. 10
enterprise analysis: structure, vision, strategy

SD methodology step
Designing systemic solutions

Who is addressed
The entire group

Time
min. 0.20 h
max. 1 h

Cluster
all

Key elements of the framework
learning structure – dialogue and joint action – collaboration and empowering – new synergies

Level analysis
In– depth

Aim
Focus on the functioning of the enterprise as an ecosystem in which each element has its value, and all are equally important.

Outcome
Working collaboratively to establish a collective vision for the future enterprise system.

Notes
By valuing each element equally, it's possible to create a cohesive ecosystem that benefits everyone. Through collaboration and respect a fair and secure environment for all is maintained.

people

name
role

connection

name
role

Inside organization activities

Value proposition

Outside organization activities

Structure

Chapter 6

Test contexts

The chapter describes three contexts to provide an overview of social enterprise development in different settings and frame environments where testing the tools.

6.1 Introduction

This research aims to develop living tools for SEs. By the term "living tools", the author refers to analysis and self-assessment tools for SEs that can adapt to the needs of the enterprise as situations and stages of development change. Hence, the awareness of the adaptive identity, which characterizes these enterprises, triggers the need for tools with the same adaptability that can deal with contexts, managerial methods, the company's necessity, and people's needs according to their abilities and willingness.

Indeed, as needs and markets evolve, with changes in economic and cultural dynamics, it is necessary to envisage that these tools can continue to be used to help SEs to structure strategies for the growth and steady improvement of activities. Therefore, the adjective 'living' implies their continuous adaptation based on the contribution of each practical case. As we saw in the introductory chapters, the peculiarities of SEs coincide with the environment in which they operate and the legislative framework each country has defined. Intending to design tools that can adapt to more than one type of SE, this research has investigated three contexts that will be explored in more detail below.

6.2 Chinese Context

The Chinese context was chosen within the research as a context in which SEs developed later than the international average in other countries.

From the founding of the People's Republic of China and exploring the path of socialism with Chinese characteristics, several unit system organizations have emerged. Unit is a comprehensive organization that integrates political, economic, and social functions and performs the functions of social resource allocation, social integration, and social mobilization; this type of organization has the characteristics of some SEs. However, unit-based organizations differ from SEs—the former is initiated by the state, while the latter is derived from society. It was not until 2003 that SEs were introduced to China as imported products.

The period from 2003 to 2009 was the embryonic stage of Chinese SEs. With the increasing advancement of social governance, the functions of SEs in employment resolution, welfare services, poverty governance, crime correction, environmental issues and community building have gradually emerged, attracting academic attention. In 2003, the concept of "social enterprise" appeared for the first time in the article "Transformation of the Operating Mechanism of Non-Profit Organizations and the Public Welfare Efficiency of Social Enterprises" (Shi, & Jianliang, 2019).

At this stage, the research on Chinese SEs presents the following two characteristics:

1.   It focuses on the functions and advantages of SEs in solving Chinese social problems such as employment exclusion, livelihood difficulties, poverty alleviation and the weak. However, the concept of "SE" is still unclear. Although the cases of SEs in China are not abundant, they are gradually increasing.

2.   Chinese SE research pays more attention to the concept, meaning and importance of "SE", which reflects the process of understanding and digesting the concept of "SE" in Europe and the United States. Since 2003, case-based practice research has maintained steady progress.

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6.2.1 The difficult exploration stage of Chinese social enterprises

From 2010 to 2014, it was a problematic exploration stage for Chinese SEs. At this stage, the concept of "SE" has been widely accepted in China, and SEs have emerged. Still, the practical nature of SEs has not been clarified, and the concept of "SE" is often abused.

At this stage, SEs are increasingly valued by local governments. For example, in June 2011, the "Opinions of the Beijing Municipal Committee of the Communist Party of China on Strengthening and Innovating Social Management to Comprehensively Promote Social Construction" proposed to improve the level of public social services further and actively support the development of SEs in the field of social services. As a proper term, "social enterprise" appeared in the Beijing Municipal Party Committee and Municipal Government documents for the first time. In addition, external forces support the development of SEs in practice. For example, the British Council has launched a social entrepreneur training program in China for eight consecutive years.

In 2013, the first Chinese SE white paper, "Report on the Development of Social Enterprises and Impact Investment in China," was released. The Social Enterprise Research Center of Shanghai University of Finance and Economics, the Civil Society Research Center of Peking University, the 21st Century Social Innovation Research Center, and the School of Social Policy and Practice, University of Pennsylvania, co-authored the report. The publication of this report fills the blank of the SE white paper and has an essential influence in the Chinese SE area.

The report pointed out: *"As a new model of social organisation innovation, social enterprises have the characteristics of business efficiency, professionalism and flexibility, and at the same time aim to undertake and solve social problems, and can actively and effectively participate in the process of social governance and development, to provide active and innovative solutions for the construction of a harmonious society, and play an increasingly important role in the field of social governance. At the same time, in the field of practice, social enterprises can open the barriers between many functional departments horizontally and flexibly and effectively deal with comprehensive issues in the field of*

social services."

6.2.2 The initial development stage of Chinese social enterprises

Since 2015, it has been in the initial development stage of Chinese SEs. In 2015, the implementation of the "Opinions of the State Council on Several Policies and Measures for Vigorously Promoting Mass Entrepreneurship and Mass Innovation" gave birth to research on SEs under the background of social innovation and brought the development of SEs into a new stage. In 2015, the Shunde District of Guangdong Province issued the "Shunde Social Enterprise Cultivation and Incubation Support Plan" to carry out the local certification of SEs for the first time in China. SEs have entered a new stage of standardized development. *"Scholars mostly take the research path from non-profit organizations to social enterprises. Based on analyzing the shortage of funds, low efficiency, and development difficulties of non-profit organizations, they emphasize the non-profit organization path of the rise of social enterprises in China and advocate for non-profit organizations to adopt corporate operations. model, and give play to its advantages in social governance."* (Miao Qing, Zhao Yixing,2020)

The development characteristics of Chinese SEs in the past five years can be summarized into two aspects.

First, the organisation type, business model, operation model, legislation and accreditation of SEs have received more and more attention, showing an upward trend. It shows the pragmatic characteristics of pursuing institutional legality protection and organizational management efficiency.

The second is the cooperation between the government and social organizations to promote the development of SEs. Many local governments cooperate with social organizations to support SEs to play a more active role in social governance and community services. The research on SEs has changed from descriptive to explanatory research, and there is a tendency to pay attention to structured development.

Activities and events related to SE also proliferated after 2015:

• In June 2015, the first China Social Enterprise and Social Investment Forum Annual Conference was successfully held in Shenzhen and will be held annually after that.

• In June 2015,7SEs obtained national SE certification during the 4th China Charity Association.

• On June 11, 2017, the "Beijing Initiative for the Development of Chinese Social Enterprises" was released in Beijing. This is an essential beginning in that everyone has realized the many challenges facing the development of SEs in China and the need for more rigorous theoretical system support to form a shared SE extensive data network.

• In April 2019, Social Enterprise Planet held a Chinese Social entrepreneur Training Camp dedicated to cultivating talents, promoting the development of the SE industry, and serving SEs.

• On August 19, 2019, the first Social Enterprise Research Forum was held in Beijing. The forum released the "China Social Enterprise Research Institute".

• The "Social Enterprise Day" initiative was released at the 2020 China Social Entrepreneur Annual Conference.

• On September 19, 2020, the first Online Forum on Social Entrepreneurship and Social Innovation at Renmin University of China was successfully held.

• On November 5, 2020, the first "Cheng Siwei Social Enterprise Development Youth Forum" was successfully held.

6.2.3 Chinese social enterprise certification

Since there is no corresponding legislation for SEs in China, SEs are generally in the exploration stage and practice and theoretical research. The public does not widely recognize the new thing of SE at present, and it may cause a "legality crisis" of identity in the long run. Obtaining a "legitimate" identity through SE certification helps SEs clarify their identity. The extended effect of this identification mechanism will guide the behavior of the public and investors and support SEs through specific actions.

SE certification started in 2015 in China:

• In June 2015, the first SE certification in Shunde, Foshan, appeared as China's first SE certification standard. However, this certification

The first comprehensive service platform for social enterprises was established to promote the ecological development of the industry

2019

Social Enterprise Certification Index 1.0 released. The certification indicators are adjusted more scientifically

The first social enterprise certification in Shunde, Fosha, and the first national non-governmental social enterprise certification implemented by the Social Enterprise Research Center

2017

2015

2018

2016

2020

Implementing agency and certification index adjustment by the Shenzhen "Star of Social In novation" Social Enterprise Development Center

The social enterprise certification model of governement and social cooperation. Chengdu and Beijing Municipal Governements launched the first social enterprise certification

Social enterprise certificaton standard 2.0 released. Four-dimensional certification model, multiple impact evaluation
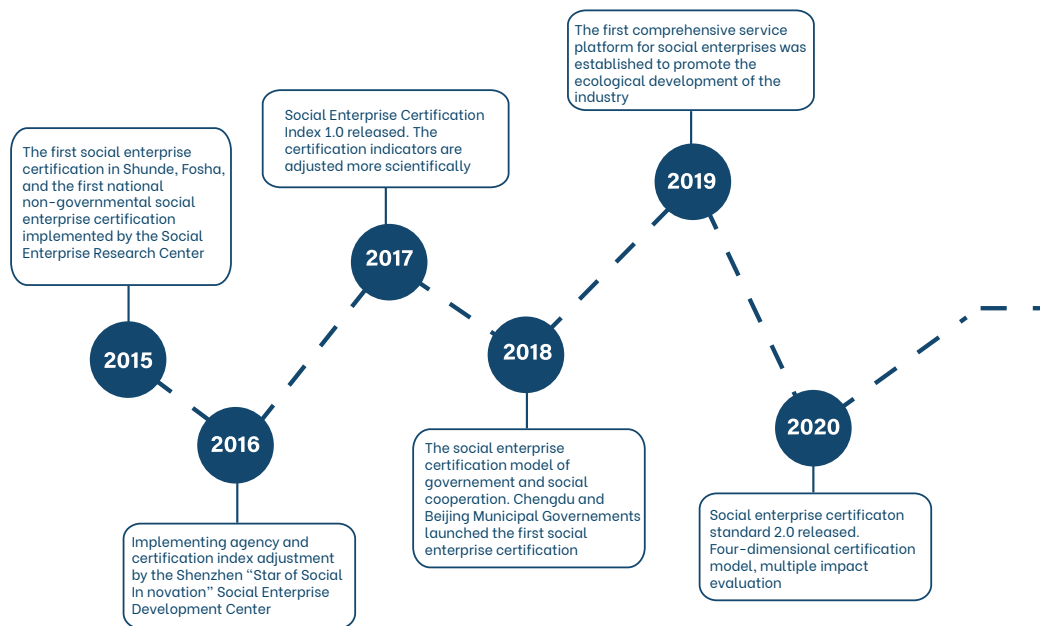
Figure 20 - Chinese social enterprise certification timeline

standard is local and only applies to Shunde, not to the whole of China.

• In September 2015, the SE certification of China Charity Fair was officially launched, the first non-governmental and industrial SE certification method in China. The certification implementation work oversees the China Social Enterprise Service Center (CSESC).

• In 2016, the certification indicators and scope were adjusted, and the work of China Social Enterprise Certification was carried out by Shenzhen's "Social Innovation Star" Social Enterprise Development Center, which has continued to this day.

• In 2017, the SE certification index 1.0 was released, which made the certification index more scientific. As a result, the indicators are adjusted to the following four items:

1. An enterprise or social organization officially registered and operated independently for more than one year and has a full-time salaried team of fewer than three people.

2. The articles of association of the enterprise or social organization have specific and clear social goals, and the governance structure has a mechanical design that prioritizes social goals.

3. The way to solve social problems is innovative.

4. Innovative solutions to social problems are clear and measurable.

In 2020, the SE certification standard 2.0 was released. This standard simplifies the certification process and is open.

Moreover, the SE certification is a learning and improvement process for SEs. The four-dimensional questionnaire system forms a SE database to serve SE development better. At the same time, it guides SEs to clarify their value and social mission. It forms a continuous and all-around service for SEs so that SE value services begin with certification and go beyond certification. Figure 20 describes the historical development of Chinese social enterprise certification and figure 21 shows context features.

6.2.4 The Value of Chinese Social Enterprise Certification

For society and the entire market, the benefits of SE certification are that it can identify the identity of SEs, clarify the image of SEs, and guide SEs to self-monitor. For SEs, obtaining the status of SE certification also has many advantages. The following advantages are also the reasons why many enterprises are attracted to apply for SE certification:
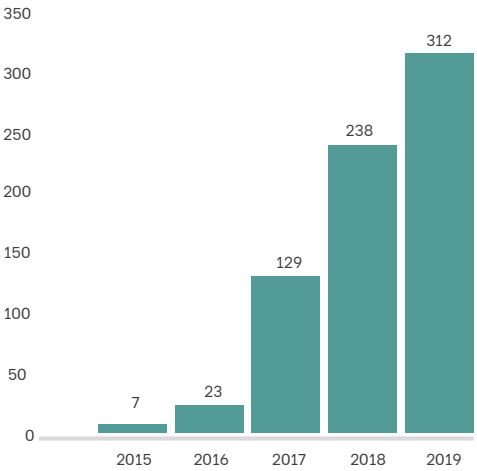
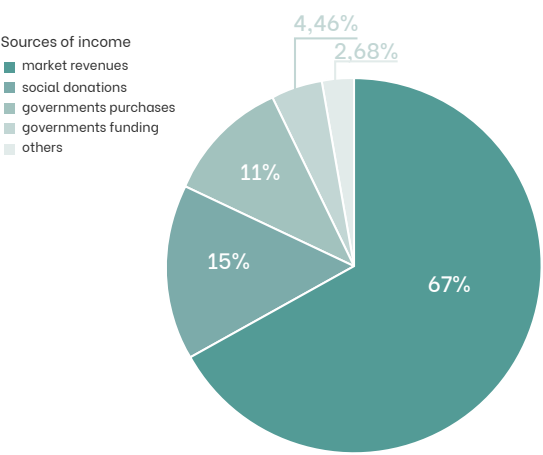## Geographical distribution of Social Enteprise in China - 2015

2015

Geographical distribution of Social Enteprise in China - 2019

2019

Social enterprises /year

2015	7
2016	23
2017	129
2018	238
2019	312

Main source of income(%)

Sources of income
- market revenues
- social donations
- governments purchases
- governments funding
- others

4,46%
2,68%
11%
15%
67%

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Distribution of service fields of Social Enterprises in China

■2019 ■2018 ■2017 ■2016 ■2015

- culture, sport and recreation
- research education
- healthcare
- social assistance and civil protection
- economic development and social cohesion
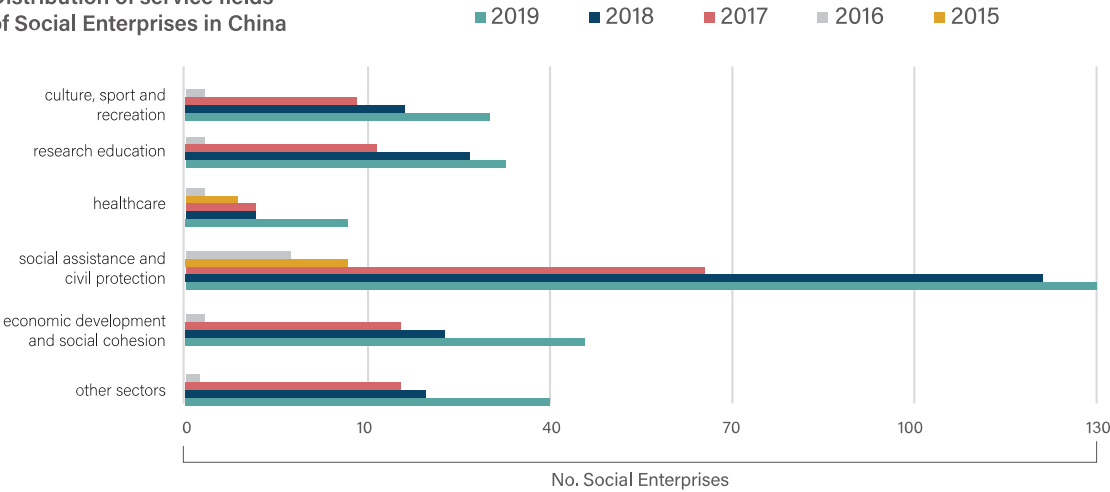- other sectors

No. Social Enterprises

Figure 21 - Chinese context's features

1. Obtain the right to use the SE logo, and various SEs that have obtained the certification are awarded the corresponding SE certificate and unique logo. In addition, certified SEs can be posted on certified SE offices, operating service venues, etc., for customers and the public to identify.

2. SEs that have passed the SE certification can use preferential and high-quality entrepreneurial and office space. The space provides various functions, undertakes multiple activities, organizes various themed exchange learning activities, and assists in planning, organizing, providing information, docking resources, etc.

3. SEs that have passed SE certification can have more opportunities to participate in capacity building, industry exchanges, and advanced training workshops. The training courses are taught by scholars in related fields, outstanding social entrepreneurs, and domestic and foreign guests, at the same time, invite outstanding SEs in South Korea, Taiwan, and Hong Kong as special guests to share their experiences.

4. SEs that have passed SE certification can enjoy SE financial services. Provide related financial assistance for SEs at different stages of development, including the seed stage (public welfare funding), the establishment stage (social enterprise microfinance), the angel stage (social impact investment), and the fission stage (commercial investment). The service also provides professional 1+6 services to ensure that its social goals do not change and establish a SE with Chinese characteristics.

5. SEs that have passed SE certification can obtain SE management support and enjoy professional SE governance consulting and other services, divided into ordinary and advanced services. The ordinary services include five significant items and a total of 17 categories (the five items include registration, human resources, finance, taxation and legal affairs, SE Operation, and SE certification). Advanced services include three significant items, a total of 13 categories (the three major items have advanced financial, taxation and legal services, advanced human resources services, and SE operations).

6. SEs that have passed SE certification can get the support of communication matrix, WeChat, Weibo,

video, print media, new media, and KOL are fully covered, and established cooperative relations with many SEs and public welfare media to form a solid SE public welfare communication matrix network.

7. Obtain the opportunity of product channel docking. The channel platform provides product display and sales channels for SEs and has helped many institutions list many products. In the future, it will continue to put rich SE products on the shelves, docking the B-end and C-end.

6.2.5 The social legitimacy dilemma

Insufficient understanding of SEs by the Chinese government and the public has led to the lack of social legitimacy of Chinese SEs. Many mainstream media reports on SEs are not enough, and even many people in social organizations, social services, public welfare, and other related industries still lack an understanding of SEs. The lack and insufficiency of the public's understanding of SEs have restricted the development of SEs to a certain extent.

The lack of trust in Chinese SEs by the government, the market and society restrict the development of Chinese SEs. On the one hand, people lack a correct understanding of SEs, and it is easy to have the impression that "profit-seeking" those enterprises that operate independently are "profitable."

On the other hand, due to the irregularities and imperfections of the market economy, it is difficult for SEs to carry out their public welfare missions in a sustainable manner. At the same time, the existence of illegal acts by individual SEs also reduces the trust in the government, the market, and society. It makes people doubt the public welfare of SEs.

This makes some SEs afraid and unwilling to recognize their identity to avoid losing their credibility.

6.3 Danish context

The second reference context is Denmark. The interest in this country and SEs stems from the collaboration with Roskilde University and Professor Linda Lundgaard Andersen, who has been a valuable collaborator in supporting the tool validation process.

The SE model aims to maintain harmony and combine social needs and purpose with an entrepreneurial outlook (Defourny & Nyssens, 2021). Their market income derives from the production of services or goods in combination with other resources. This model aims to generate social innovation by developing sustainable initiatives to change the community.

SE was not an official term in the political context of Denmark in 2006. However, between 2006 and 2007, the Danish parliament granted two critical state funding. The former allocated €3 million to the Centre for Social Entrepreneurship at Roskilde University. With this grant, the University of Roskilde initiated a master's in social entrepreneurship to develop skills and competencies. The latter was another big grant to create the Centre for Social Economy in collaboration with the Danish cooperative employers' organization (Kooperationen). In Denmark, these two events result in the formation of SE as an official field for scientific, educational, and entrepreneurial purposes.

After the officialization of SEs at the political and educational level, the path toward institutionalizing the SE model in Denmark passes through three major stages. Later, the single types of Denmark SE will be described.

The first stage concerned the development of the cooperative sector.

The Danish context has seen the emergence of the first types of organizations making up the social economy, in line with the types of enterprises formed in the European and international environment (mutual societies, associations and cooperatives). So, in Denmark and the European background, the cooperatives began the historical basement for modern SE. In Denmark, the development of cooperative enterprises started in the mid-1800 onwards (Andersen, et al., 2021). The main social category which gained from social, economic, and political interests protection that cooperatives supported in those years were farmers. Moreover, the cooperatives movement strengthen the establishment of modern Danish society. There were two primary movements, the former, namely Grundtvigianismen, based on nationalism, culture, and Christianity conception from Grundtvig, and the latter was the Danish Folk High Schools Movement. The cooperative movement covered both rural and urban contexts.

The second stage started from the mid-1980s onward. In that period, the emergence of the welfare state in Denmark overshadowed the status of social economy organizations. Thanks to the strong development of public services, the infrastructure related to them began to be structured more efficiently, causing the cooperatives to lose business and importance as they could no longer compete. Nevertheless, SEs started to rise again and broaden in the period that saw three different crises simultaneously (Andersen et al., 2021). The first was a resource crisis due to a rapid increase in public demands, especially for welfare services like education, health, and administration. The second was a functional crisis resulting from too rigid and standardized welfare state organization, which could not meet a society's needs in fast evolution. Finally, the welfare state crisis which weakening popular support. In this background, the SEs found ground to rise again to fill the void left by the welfare state. Between 1985 and 2000, the new SE and social entrepreneurship sector developed significantly through many action programs within urban regeneration and social policy. A significant example is the Social Development Program, which with large sums of money, aimed to increase and stimulate multi-sector participation and collaboration in the provision of social services.

The third stage of SE development concerned their official institutionalization and started in the 2000s. In those years, more and more practitioners were turning their attention to SEs, the economy they generated and the entrepreneurs who developed them. This attention caused organizations to find a new balance between providing services in the marketplace, the representation of interests, and awareness of impact. Once the new balance was identified, Danish public policy began integrating SE promotion and welfare renewal strategies into public policy, thus supporting the institutionalization of SEs and social economy-related enterprises.

During the 19th century, different organizational types of SE were defined by different legal forms as cooperatives, associations, mutuals, self-owned and self-governed. In the next paragraph, these legal forms belonging to the Danish context will be described.

6.3.1 Legal Form in Denmark

Associations:

In Denmark, the law categorizes associations according to business-oriented and non-profit. In both cases, this kind of SE is a union of individuals or organizations with a common purpose in which activities are managed with democratic rules. According to their nature, they could have different taxes procedures.

grants to support educational, cultural and sports activities and research.

Cooperatives

The cooperatives are democratically handled to promote their members' common interests because they are member-owned organizations. In Denmark, there needs to be a clear-cut collaborative law. Nevertheless, the current legislation pursues the principles of the International Cooperative Alliance concerning ownership, membership, and the economic redistribution of profits. These

Numerous initiatives are launched for the development of skills, capacity building and policy making in the field of social enterprises. The first centre for social entrepreneurship is established at Roskilde University

The Committee on Social Enterprises is appointed and established by the government

the 'self-owning institution' type of social enterprise is born, which is detached from the historical predecessor of the cooperative movements

2013

2000

1960

2010

1988/ 1992

2014

The action programme named 'Social Development programme' is activated to facilitate the development of social enterprises to contrast social exclusion

Two definitions of 'social enterprise' and 'social entrepreneurship' are presented, one in the National Strategy for Social Entrepreneurship and the other in the Government's National Civil Society Strategy. The form of social enterprise is distinguished from social projects and voluntary organisations by the funding forms.

In June, the Danish government adopted a law on registered social enterprises (L 148 Forslag til lov om registrerede socialøkonomiske virksomheder).
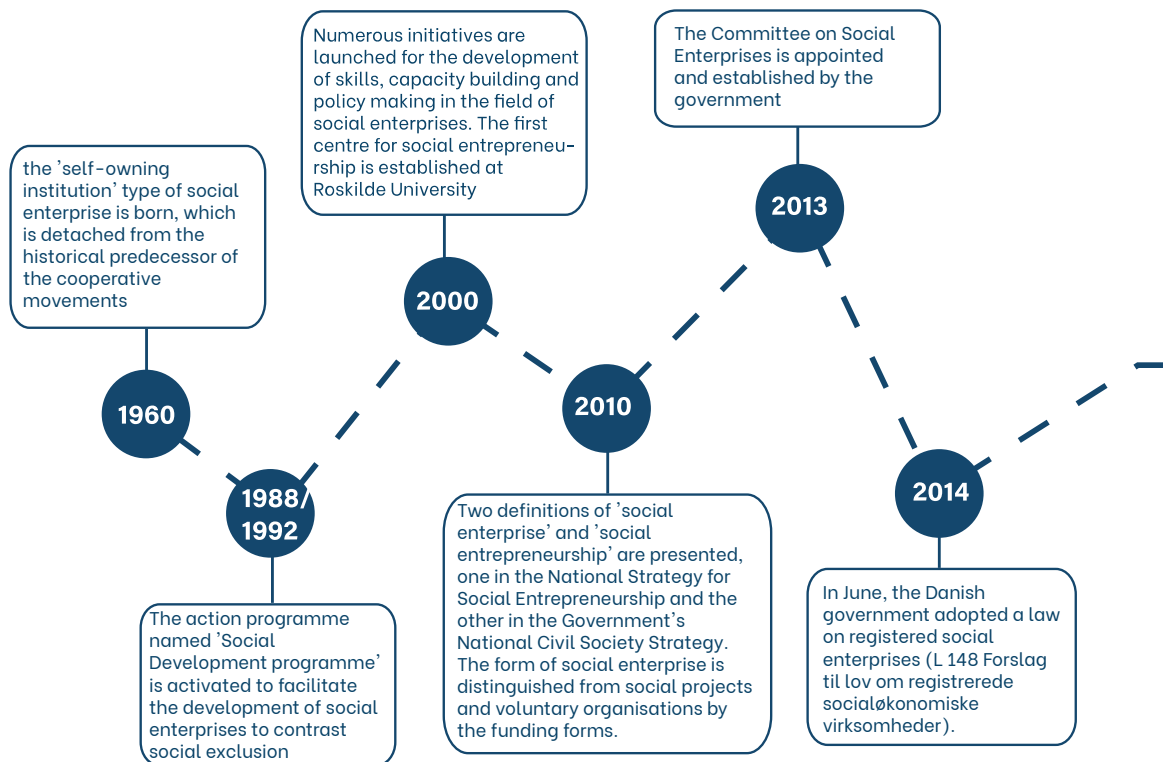
Figure 22 - Danish social enterprises timeline

Self-governing Institutions

These kinds of organizations include both being founded publicly and privately. Following their nomination are organizations with self-governing and nonprofit bylaws. They generally have no volunteers but are defined by a clear social purpose and an independent board of directors.

Public-Utility Funds

These are foundations with a social purpose endorsed with assets for an explicit purpose linked to social aims. Their governance has a board, and they are no-profit. Their activities often provide funding or

organizations usually benefit from special tax rules according to cooperative principles.

6.3.2 Social context evolution

Within a decade, all the nordic counties undertook new developments, especially in the innovation of the welfare state. According to Andersen e Hulgård (2016), the welfare state has proactively positioned itself concerning civil society by promoting and funding programs and activities aimed at modernization. In the wake of these initiatives, many SEs were formed that are now recognized by Danish

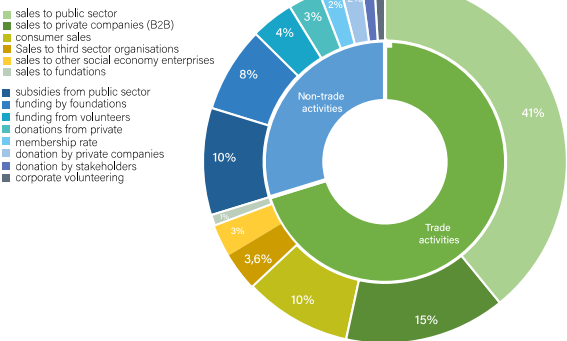**Geographical distribution of
Social Enteprise in Denmark - 2013**

% of sample of enterprises by regions

- 21 - 38,8%
- 10,2 - 20 %
- 0 - 10 %
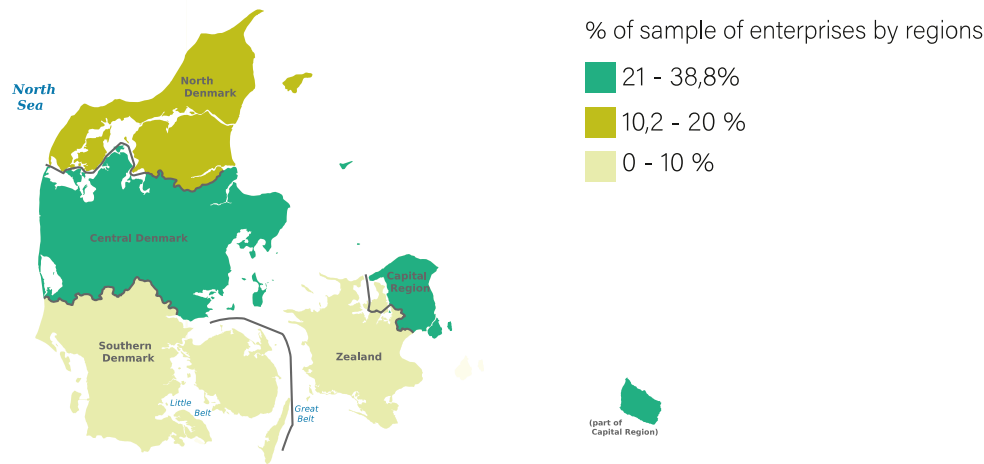
Source: European commission
Social Enterprise and their ecosystem in Europe - Country report: Denmark
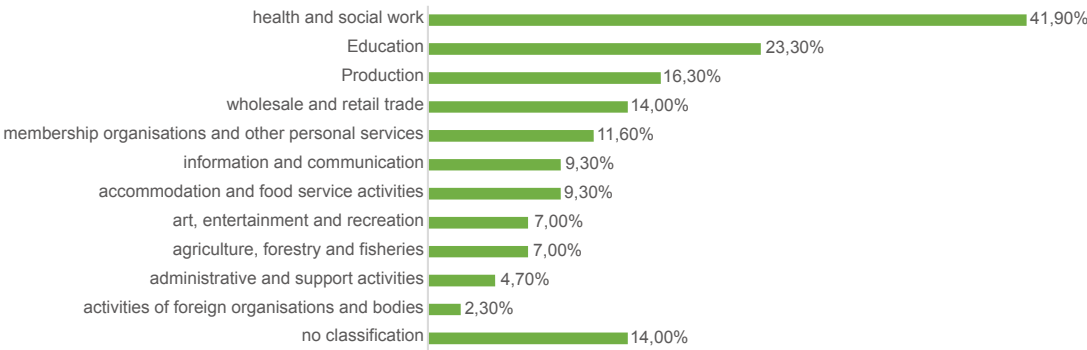
Social enterprises /year

No. Social Enterprises
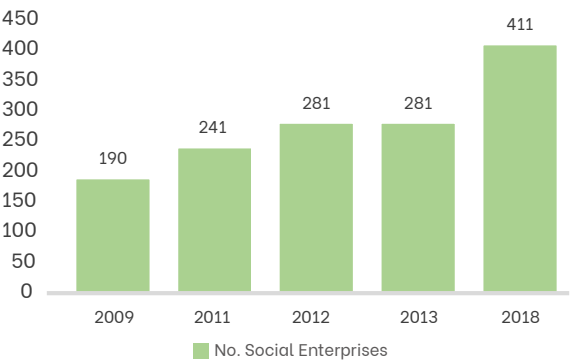
Source: European social entrepreneurship observatory - 2021/2022

Main source of income(%)

- sales to public sector
- sales to private companies (B2B)
- consumer sales
- Sales to third sector organisations
- sales to other social economy enterprises
- sales to fundations
- subsidies from public sector
- funding by foundations
- funding from volunteers
- donations from private
- membership rate
- donation by private companies
- donation by stakeholders
- corporate volunteering

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Source: European social entrepreneurship observatory - 2021/2022

Social Enterprise per activity sector(%) - 2013

health and social work	41,90%
Education	23,30%
Production	16,30%
wholesale and retail trade	14,00%
membership organisations and other personal services	11,60%
information and communication	9,30%
accommodation and food service activities	9,30%
art, entertainment and recreation	7,00%
agriculture, forestry and fisheries	7,00%
administrative and support activities	4,70%
activities of foreign organisations and bodies	2,30%
no classification	14,00%

single enterprise can operate in different business areas,
which is why the overall percentage is more than 100 %

Figure 23 - Danish context's features

policy. These enterprises have been able to capture urban, cultural and health development initiatives and have thus contributed to the modernization of services, especially in the public sector (Andersen, 2015).

The Danish parliament passed the Registered Social Enterprises Act in 2014, allowing companies that fall under this heading to register under the Danish tax framework and thus be legally and fiscally recognized. The 2014 act establishes five criteria that enterprises must meet to be defined as social: have a social purpose; be independent of public entities; have a relevant business activity; must implement a socially oriented reinvestment of profits and must be governed inclusively and democratically. The act's registration was the culminating event that came at the end of a period when attention to Danish SEs had been very significant and had led to the development of a nationwide social entrepreneurship ecosystem. From 2015 onward, due to the closure of some of the structures in support of the development of social entrepreneurship, the same ecosystem has fragmented, causing interest at the national level to decline. Despite a decline in interest, municipal entities have remained active, and social entrepreneurs have continued to develop services and strategies in line with social entrepreneurship. To date, it can be said that many SEs in Denmark have maintained their alignment as third-sector entities (Hulgård & Chodorkoff, 2019).

In the facade of SE development, various platforms and centers pledged to foster a social economy ecosystem in Denmark. As a result, different actors bring together mainly thanks to five platforms where models and concepts SE-related have been developed. According to Andersen et al. (2021), the five platforms succeeding are:

The Centre for Social Economy provides consultancy and knowledge exchange thanks to governmental social funding.
The think tank Monday Morning put efforts into boosting documentation and policymaking to improve social entrepreneurship.
The Centre for Social Development is renowned for the initiative "social inventions."
The Copenaghen City Council strategy is a win-win example of a local government social economy plan

as a method to reintegrate marginalized citizens through SEs.
The Social Capital Fund was the first Danish social venture with the ambition to cater financial services and support to SEs.
The five above-described platform and their characteristics show an effective anchoring in the Danish context, especially regarding support structures, depiction of interests and access to knowledge and resource production. The development of more institutional platforms and initiatives toward social entrepreneurship began to lapse after 2014. However, interest on the part of civic society has remained high and founds the foundation for social entrepreneurs who continue to develop new initiatives.
The most critical issues encountered by Danish SEs are the need for more tax incentives to encourage the establishment of SEs. Moreover, for most of the legal forms used by SEs, except for foundations (which enjoy various tax benefits) and, to a lesser extent, associations (which enjoy some tax benefits), there need to be adequate tax benefits. One of the main limitations is the impossibility of distributing profits to investors. This can mean that it is difficult for SEs to raise capital from traditional sources. In addition, there needs to be more awareness from customers and investors that SEs operate differently from commercial companies and create tangible benefits for society. Currently, no legal barriers prevent SEs from developing relationships with traditional businesses. However, large conventional companies have no fiscal or other incentives to incorporate SEs into their supply chains. This results in a low propensity to create synergistic networks and develop a resilient social economy. Figure 23 shows the main features of the Danish context and the development of social enterprises. The data from the Danish context have lower reliability than the Italian context, as they come from surveys of a small sample of companies.The placement rates in the regions of Denmark are shown on the map in the figure

6. 4 Italian context

In this research, the prominent role of SEs as significant actors in providing public services has emerged. These enterprises have flourished in

politic-economic importance, number, and influence in the last twenty years. Sometimes their prompt response to civic society problems and needs replaced the state's role in aiding and supporting (Testi et al., 2017).

Due to international factors such as external restraints concerning Maastricht Treaty and internal factors, Italy started a privatization process to curtail public management in a productive system and boost the country's competitiveness at the international level. In that way, the production of public administrations was progressively externalized towards private non-profit organizations. This changeover was found on the premise that private organizations could provide services of equal or higher quality as public authorities with nominal costs for the State. After the past twenty years in which social cooperatives had significant growth, at this time, they received special legislation regulating their specific form. The Italian Parliament enacted law No. 381/1991 as the "Discipline of social cooperatives"(Borzaga & Ianes, 2006). Admitting the advocacy role of social cooperatives in the Italian environment, the Civil Code did not allow the non-profit organization to administer social services.

Nevertheless, the Italian Constitution approved the social role of cooperation. This acknowledgment paved the way for the increasing development of cooperatives and their function as providers of social services. These cooperatives were Italy's first form of social entrepreneurship (Borzaga & Santuari, 2001, p. 166).

According to Testi et al., 2017 SEs, like cooperative enterprises, play the dual role of supporting the public sector and mediating between the market and the state. Moreover, thanks to the privatization process initiated in the 1990s, these organizations have introduced significant innovations that can address unmet needs by providing customized approaches that deviate from the standardized measures supplied by public agencies. Indeed, SEs, especially cooperative ones, play the dual role of supporting the public sector and mediating between the market and the state.

Social cooperatives are becoming essential players with public agencies, developing relationships of mutual influence, and increasingly becoming privileged partners. Through strong territorial cohesion, social cooperatives have become interlocutors with public actors in co-design models for local services.

Italy, for cooperatives, has produced innovative policies that have been an inspiration and reference for other countries. These include the definition of type B social cooperatives that deal with the employment of disadvantaged people. Law 381/1991 distinguishes two types of cooperatives, type A offer a wide range of services, especially about education, culture and health, and type B cooperatives differ in the production of goods and services in a variety of economic sectors intending to provide employment or support the job placement of people characterized by social hardship (prison, violence, psychological disorders, physical problems...)

6.4.1 Legal form in Italy

In Italy, the spectrum of SEs includes both those defined as legally recognized and those enterprises that 'de facto' meet the characteristics of a SE and, therefore, even if they do not have a form that legally falls within the definition, are still recognized as SEs. The different forms of SEs are described in detail below.

Italian enterprises recognized by law as social include:

-Social cooperatives and social cooperatives ex lege (d.lgs. 155/2006) complying with the Social Cooperative model: these cooperatives differ from traditional mutual interest organizations, e.g., co-operatives and associations, as they combine the pursuit of the interests of their members with the pursuit of the interests of the whole community or of a specific group, which constitutes the social mission of the cooperative. Social cooperatives fall into two types; type A provides social services in health, education, and culture. Type B cooperatives offer services in various fields to employ socially disadvantaged persons.

Instead, among organizations that qualify as de facto SEs:

- Foundations: entities that pursue a social purpose and whose main objective cannot be pursuing economic activities. However, Italian law provides that economic activities may be developed to raise the resources necessary to pursue the foundation's

social purpose.

-Associations: A wide range of organizations may adopt the legal form of an association, including political or sports organizations. This legal form identifies a group of people who, united by a common purpose of an ideal nature, constitute a non-profit organization. Both natural and legal persons (e.g., public administrations and companies) may join as members.

-Traditional cooperatives: these organizations generally fulfill the criteria defined by the SE spectrum: they are inclusive - though mostly one-person enterprises - and comply with a non-profit

enterprises in Italy which, despite being for-profit, carry out activities in the production and exchange of socially valuable services and goods, to pursue objectives of common interest.

6.4.2 Social context evolution

In a large amount of SE typology, in the Italian context, the most significant part coincides with social cooperatives typology. Two laws define the difference between social cooperatives and SE; according to law 91/1991, the Italian government recognizes social cooperatives no more as pure executors of assistance services. Instead, the law acknowledges social cooperatives as businesses

Legislative Decree 179/2012 and Decree of the Ministry of Economic Development of 6 March 2013. Established that mutual aid societies must register in the SE section at the Companies Register.

Law 266/1991 on Voluntary Organisations, Legislative Decree 460/1997 on ONLUS, Law 383/200 on Social Promotion Associations. Progressive recognition of the potential of associations and foundations

Legislative Decree 112/2017 (revision of the previous legislation on SEs). Introduced a new discipline, which provides for partial distribution constraint, more inclusive governance, enlargement of the sectors of activity and exemption from corporate tax.

Constitutional Court ruling 396. Established unconstitutionality of Law 6972/1890 (Crispi Law) providing that welfare activities had to be organised exclusively by public entities.

2012-2013

1991-2000

2005-2006

2017

1988

2016

1991

Law 381/1991 on Social cooperatives - Acknowledged a new cooperative form explicitly aimed at pursuing the general interest of the community

Law 118/2005 and Legislative Decree 155/2006 (on SEs). Allowed the establishment of SEs under a plurality of legal forms (association, foundation, cooperative, shareholder company) and enlarged the set of activities of SEs.

Law 106/2016 (Reform of the Third Sector, SE and Universal Civil Service). Re-launched the SE by introducing a new qualification. Established its non-profit purpose and placed the social enterprise within the third sector.

Figure 24 - Italian social enterprises timeline

partial distribution constraint.
For the most part, cooperatives other than social c

cooperatives do not fulfill the criteria of pursuing an express social objective and providing products or services of general interest.

-Mainstream enterprises carrying out activities in SE sectors: although there is still debate as to whether for-profit enterprises should be included in the spectrum of SEs, there are numerous such

that can perform economic activities to provide and exchange goods and services for solidaristic

purposes. With this law, the social cooperatives must ensure democratic management and pursue the community's general interest, especially for human development and social integration. At the administration level, the authority had to compile the social cooperatives register at the regional level. Social cooperatives are subject to annual inspections throughout the regional register and must document
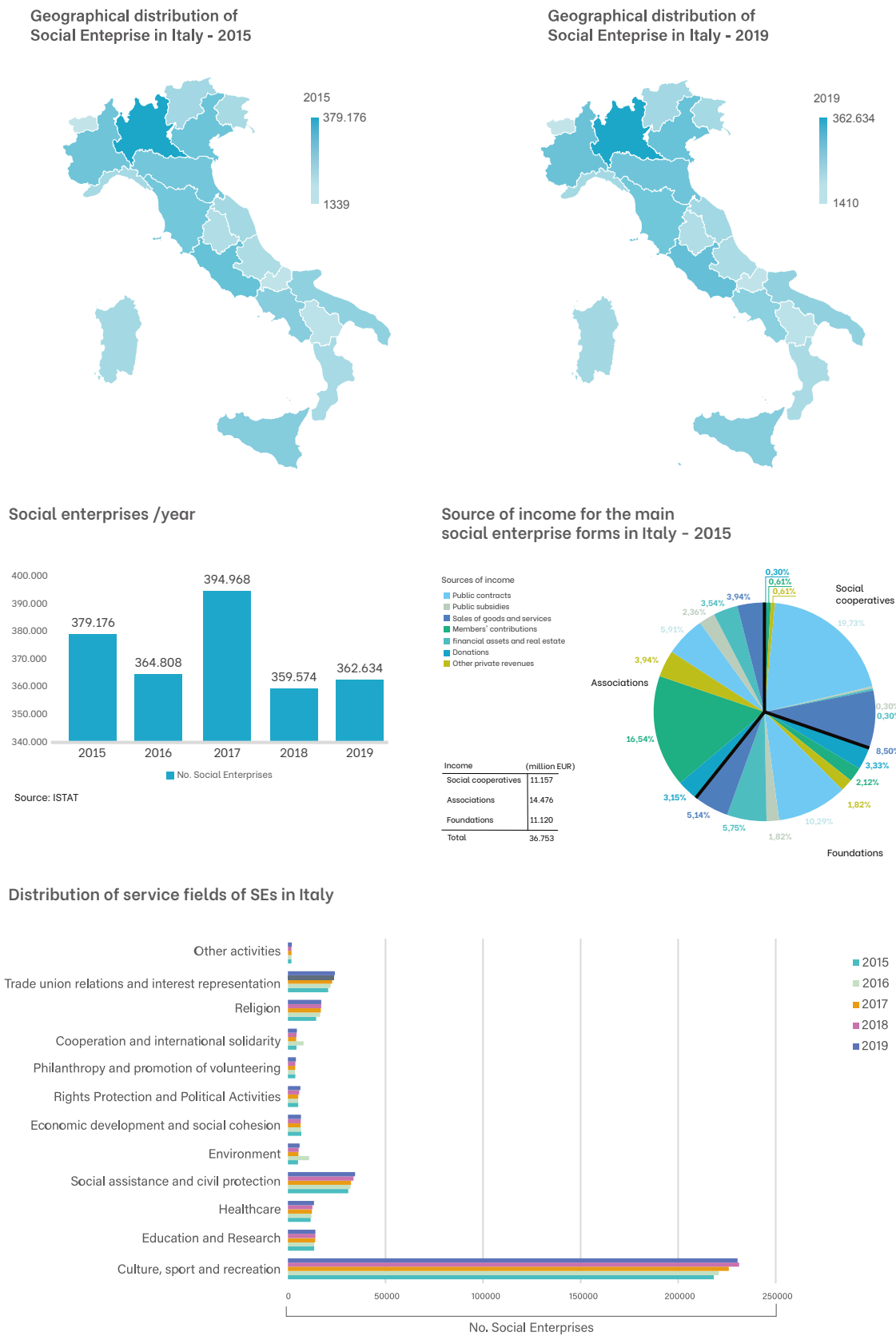
Geographical distribution of Social Enteprise in Italy - 2015

2015
379.176
1339

Geographical distribution of Social Enteprise in Italy - 2019

2019
362.634
1410

Social enterprises /year

Source: ISTAT

Source of income for the main social enterprise forms in Italy – 2015

Sources of income
- Public contracts
- Public subsidies
- Sales of goods and services
- Members' contributions
- financial assets and real estate
- Donations
- Other private revenues

Income	(million EUR)
Social cooperatives	11.157
Associations	14.476
Foundations	11.120
Total	36.753

Distribution of service fields of SEs in Italy

- 2015
- 2016
- 2017
- 2018
- 2019

No. Social Enterprises

Figure 25 - Italy context's features

the disadvantages of people's conditions. The law introduces an entrepreneurial vision of social cooperatives as an engine to foster the work integration of disadvantaged people through active learning of a job and, when possible, the following work entry outside the cooperative.

Moreover, social cooperatives can operate in the welfare field, especially in health and education, offering a wide range of services. Last, the law enhances the partnership between social cooperatives and public authorities; indeed, they are both actors of equal dignity because they respond to essential needs of general interest.

Between 2005 and 2006, a broader law for SEs was enacted by Legislative Decree 155/2006, which introduced the definition of SE to the Italian legal system. This decree expanded the types of services of general interest that can be provided. As a result, many organizations could qualify as "SEs." To adopt this qualification, organizations must meet requirements such as allocating profits to surplus operating funds, producing more than 70 percent of their revenues in areas with a strong social orientation and publishing an annual sustainability report. Welfare services designated as socially beneficial include environmental services, health, education, and job placement (Borzaga et al., 2008). However, apart from enlarging the pool of companies that can apply for this designation, this only brings an obvious advantage apart from the possibility of using this designation for communication purposes and perhaps reaping benefits in applying for tenders or public subsidies that specifically target SEs. This characteristic has meant that only some organizations have used to adopt it.

We must wait until May 2014, when the Italian government opened a public consultation on "guidelines for the reform of the third sector." After a wide range of consultations with organizations, stakeholders, private citizens, researchers, and professional associations in 2015, the Government discussed the proposals and started defining a new law. In 2016, the legislative decree that introduced the possibility for SEs to redistribute dividends as done in mutual cooperatives was approved and officialized. This was a step to make SEs more attractive to investors. An interesting point of view is how the last law emerged, not from bottom-up

processes but from the interest of different actors such as banks, incubators, consulting enterprises and others. This represents an ecosystem that has evolved over the SE sector, legitimizing the use of entrepreneurial manners to solve societal problems and manage welfare services.

The main feature of this law is to frame SE as a legal category that can include all eligible organizations behindhand of their organizational structures.

To be part of the SE category, the characteristics should be:

-Perform an entrepreneurial activity of social utility goods and services

-acting for the common interest, not for profit, so allocating profits mainly to reach its corporate purpose and adopting a responsible and transparent management

-be a private organization intended as not a public legal form and an organization made up of individuals or other private organizations. (Fici, 2006) so favoring the widest stakeholders' participation.

SEs are a significant and growing sector of the Italian economy. However, integrating SEs into the welfare system has progressively led them to neglect their ability to discover new needs and meet the demand for services not satisfied by public providers.

Public policies have thus begun to consider SEs as subordinates charged with compensating for shortcomings in the provision of pre-established social services. In the effort to compensate for this shortcoming, SEs have left one of their added values on the back burner, namely, innovating service provision about the emergence of new needs European Commission (2020)

In addition, as a result of the spending review, the Italian government has reduced the availability of public funding in the welfare sector and other key areas for SEs. On the one hand, this has impacted the expansion opportunities for SEs. On the other hand, however, it has been a catalyst for SE diversification into new markets. This has led to the emergence of private demand on the part of private consumers (to capture the huge volume of resources spent in the informal sector) and on the part of businesses wishing to develop employee benefits and meet the obligation to recruit disabled employees. De facto SEs (e.g., community cooperatives, associations/

foundations) and ex-legal SEs represent good practices in this area. Further barriers to the flourishing of SEs are generated by the insufficient managerial skills of many social entrepreneurs, whose profile is often closer to that of a social worker. Increased competition is an additional obstacle, especially in work-integration social cooperatives. Indeed, in the wake of the 2008 economic crisis, type B social cooperatives are increasingly in competition with for-profit companies, which are entering markets and tenders traditionally covered by social cooperatives.

In addition to competing with conventional enterprises, large social cooperatives providing services increasingly compete with each other and with smaller, locally rooted SEs to win contracts from public authorities (Venturi & Zandonai, 2014). However, when it comes to public procurement, public authorities have limited interest in activating social clauses that can support SEs; indeed, dependence on public procurement and delayed payment by public authorities often constitute a significant market bottleneck for these enterprises. The figure 25 shows the main features of the Italian context and the development of social enterprises.

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Chapter 7

Experimentation in case studies

This chapter describes the validation process for Systo tools in the three contexts considered for the research.

7.1 introduction

The validation process of the systemic tools (Systo) was conducted in three different contexts, China, Denmark, and Italy. It was decided to test the tools in three different contexts to see whether the project could have a broader scope and whether it had the characteristics to meet the different needs of SEs operating in contexts with different legislation and characteristics. The three contexts have been described in more detail in Chapter 6; as we saw in the introductory chapters, the legislation defining the SE model varies from country to country. It was, therefore, necessary to adopt an extended validation approach.

The previous chapter presented the process of developing and designing the Systo tools, which aim to support SEs in their organizational improvement. The development of the tools started with the definition of the interdisciplinary theoretical framework and guidelines (Chapter 4). Then, the first version of the tools was tested with Chinese SEs, and the first two tests implemented the tools and resulted in the first official version ready to be tested in other environment. To ensure that the test took place in the best possible way and with the best results, the material was presented in an introductory call with the company's top management, the purpose of which was to outline the main aspects to focus on and the people to be involved. Indeed, the definition of the participants is of paramount importance to define at which level one wants to deepen one's knowledge of the company. The Systo tools were created to involve all levels of the enterprise in analyzing and identifying the best change strategies. However, since some SEs focus on the employment of socially disadvantaged people,

Chinese social enterprises	Danish social enterprises	Italian social enterprises

Workshops contexts

Enterprises

·Qianlin baby
·Shenzhen Power-Solution

·The consultancy house
·INSP! Association

·Il Ponte
·Il Raggio
·Il Sogno

Workshops features

Pilot tests

experiment the first tools versions and identifying implementations

mode: remote

time per session: 2 hours

Interaction tests

collect insights from consultancy practitioners and testing the first version in field

mode: one remote and one in-person
time per session:
min.1.5 h – max.3 hours

Validation tests

collect data on effective outcomes tools could provide;iterative implementation processes

mode: in-person

time per session:
min. 4 hours – max. 8

Figure 26 - Workshops plan and features

it is only sometimes possible to include the most operational levels in the process. This choice is usually made during the first introduction meeting, where the planner and the enterprise's people of reference agree on how to set the focus on tools and which people to involve.

The material is available in a digital version to facilitate initial testing with Chinese enterprises and later optimized for a printed version.

The first remote workshops with Chinese enterprises used the pilot version of the tools, which needed concrete feedback to be implemented. After the first two tests, changes were made to the tools based on the feedback received and a new version was prepared for field testing. The first official version was empirically tested in four cases, two in Denmark and two in Italy. Due to the improved pandemic conditions worldwide, it was possible to conduct the workshops in the presence of the designer as a facilitator.

Unfortunately, it was only possible to complete some of the tools, especially in the first four tests.

The main barriers that hindered the complete testing of the instruments were mainly twofold: The necessity of stopping work for more than three hours was often a limitation for the workshop environment. This has led to the need for a proactive approach to selecting instruments to propose in accordance with the willingness of enterprises to address specific issues. The second was the face-to-face mode, which meant a longer time to administer the material and its actual completion. In addition, the interaction between workshop participants stimulated discussion at certain times, increasing the time needed to complete a single tool.

The following session presents the case studies of the companies participating in the tests.
An overview of the case studies, contexts and methods used during the workshops is presented in figure 26.

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7.2 Chinese pilot case

The pilot version of the tools involved two Chinese SEs. Due to the covid emergency, the two tests took place remotely. After an introductory phone call about the research topic and the tools, the materials needed to conduct the test were provided, i.e., the tools and a brief essential guide for each. As mentioned in the introduction to this chapter, the time variable greatly impacted the validation of the instruments. The Chinese SEs asked to be able to have the material and complete the tools independently and according to their timetable. The contribution of these first tests was very important for the development of the final version of thez tools, as it allowed the degree of usability and user approach to be verified. Furthermore, the remote way the tests were conducted made it possible to understand which elements were more difficult to understand in the absence of the designer as a facilitator.

7.2.1 Pilot case I – Qianlin baby

Context

QianLinBaby (Beijing) Bio-TechCo., Ltd. (now called QianLin Baby) is in the Chinese capital's Fengtai Zhongguancun Science and Technology Park. It is China's first nationwide high-tech industrial development zone. The Zhongguancun Science and Technology Park is a testing ground for Chinese system and mechanism innovation and is also Beijing's economic lifeline. It is known as "China's Silicon Valley".

Against this backdrop, Wang Runming founded Qianlin Baby: "The company was founded in 2011 and was named after my son". Wang Runming, CEO of Qianlin Baby. Wang Runming's son is a PKU patient, and his original intention in founding Qianlin Baby was that, at that time, there was little food suitable for PKU patients in China. The full name of PKU is phenylketonuria. It is a rare genetic metabolic disease with an average incidence in the population of less than 1/10,000. In people with this disease, due to the lack of or insufficient activity of an enzyme in the body, phenylalanine (an amino acid that makes up proteins) cannot be broken down and metabolized. It accumulates in the blood and damages the brain, causing stupidity, self-harm and

even death. Since natural proteins contain 4%-6% phenylalanine, far beyond the health limit patients can tolerate, they must strictly control their diet, which means they will spend their whole lives on meat, eggs, milk and isolated soya products. Even ordinary rice is like poison to them. In countries outside China, the government takes care of patients with rare diseases like this.

The business activity

During the first two years of its foundation, Qianlin Baby sought agents for PKU specialty foods worldwide. It later collaborated with the Swiss Buhler Food Manufacturing Co., Ltd., the Japanese Health Food Co., Ltd., the Japanese Mude God Food Co., Ltd., and the Japanese Kewpie Foods. Co., Ltd., the Italian APROTEN Company, the American Cambrookfoods Company, the American BD Company and many other domestic and foreign companies. Compared to personal purchases, corporate agency purchases are cheaper and, at the same time, the discounts that can be obtained are relatively high. In general, however, imported food prices are still high, and patients must eat for life, which is a significant burden for each family.

To further reduce the price of PKU food, Qianlin Baby started collaborating with the Beijing Capital Children's Research Institute and worked with scientific research institutes and pharmaceutical companies to develop and produce high-quality, low-protein domestic food under its brand name. Over the years, the company has never stopped working on food innovation. Qianlin Baby has turned the simplification of PKU baby food into diversification in China, enriching children's diets, introducing advanced foreign formulas and independently developing healthy low-protein foods better suited to the growing needs of Chinese children, enabling children to have a more balanced diet. Not only that, Qianlin Baby has also collaborated with various foundations and patient organizations to carry out donation activities throughout China, benefiting tens of thousands of PKU children and increasing parents' confidence that their children will grow up healthy and happy.

Many of Qianlin Baby's employees are family members of PKU children. They have worked tirelessly to contribute to their work, bringing hope to other parents. Qianlin Baby will always provide professional and systematic services for people

with a healthy low-protein diet, launch more high-quality, safe, nutritious, healthy, and delicious foods and supplies, and work hard to change the dietary restrictions of PKU groups and improve the quality of life.

Participants and activities

The first pilot version of the tools was tested by two employees of Qianlin Baby's company remotely.

The company of Qianlin Baby received the material via e-mail, after which a cognitive video call was arranged. During the call, people interacted with company staff and the founder, who was asked to answer short questions about their company and business. The total duration of the online meeting was one hour, during which the designer described the project and provided an overview of the various tools to be completed. The designer began by guiding the two participants through the compilation of the tools, acting as a facilitator. Unfortunately, only two of the eight tools were completed due to limited time. However, thanks to the participants' willingness, the remaining tools were completed independently, and the designer then received the material for final evaluation.

Results

This section summarizes what emerged from the first test of the tools.

The users of Qianlin Baby find the content layout exciting for this version of the tools. Most of the guidelines can clearly express the designer's intention. However, some tools still need to improve in terms of content. For instance, in tool 2, an enumeration of the problems of social enterprises is needed. Tool 5 has some problems with the content set: the connection between tables is rigid and lacks logical links. This toolkit could be improved in terms of utilization, especially in table space. In addition, some modules must contain content, so more space is needed. As a final result, improving the distribution of the modules is recommended, trying to find connections between the various tools and optimizing space according to the information required.

Figure 27 shows the translated and completed tools.

7.2.2 Pilot Case II - Power-Solution

Context

Shenzhen Power-Solution Ind Co., Ltd. Ltd. (henceforth referred to as Power-Solution) is a domestic high-tech enterprise from China. In 2009, Power-Solution began trying to design solar energy products to provide lighting from renewable sources to its users. A new product called Candles Killer was born through continuous exploration and improvement. It is an inexpensive solar lantern customized for BoP[1] (Bottom of Pyramid) populations, developed and manufactured by Li Xia and his team through extensive field research in Africa. Today, Power-Solution has transformed itself from a purely commercial foreign trade company into a social enterprise and has officially entered the clean energy sector. Li Xia, the company's general manager, said: 'As a small private manufacturing enterprise, the company's more than 200 employees put forward the corporate philosophy of Work for BoP and Bring BoP Up, focusing on the use of green energy to improve the quality of life of the world's poor and help people in poverty-stricken areas in Asia and Africa solve real problems.

Business activity

However, the road to entrepreneurship has not been easy. Firstly, Power-Solution's service population is mostly low-income and cannot pay. Therefore, the company must have supporting solutions behind the innovation model. The company must design and develop its product so that the poor can afford it and use it for a long time. Secondly, for particularly remote areas, how to overcome the last mile of local transport is also a real problem. To minimize the costs of use, Li Xia and his team also omitted the Candles Killer product's light holder, replacing it with discarded mineral water bottles that can be found even in very remote places.

Li Xia said there are no schools or good teachers in poor regions of Asia, Africa and Latin America.

Children start farming early and do not pay enough attention to education.

To spread local primary medical education, Li Xia and his colleagues educate people in poor areas on preventing malaria and other diseases by providing solar-powered equipment. This type of solar-powered multimedia equipment has a 7-inch screen in addition to the traditional lighting and mobile phone charging functions. Even in the absence of electricity, the device can ensure the transmission of content through solar power.

"By improving the level of local education and awareness of disease prevention, it is possible to significantly reduce the mortality rate and eventually, through changes in education, completely solve the problem of poverty. This is a difficult and long-term process, the effects of which may not be visible soon. But it is necessary. Only in this way can we truly solve poverty to help BoP people." Li Xia believes.

Since 2018, Li Xia has further optimized and upgraded the product, launched a new product line, realized the recharge and use of solar lamps in significantly underdeveloped areas, and created conditions for product sellers in these areas to carry out "rental sales" and "installment payment." Currently, Li Xia and her team have obtained more than 60 patents, and the products were certified by the "Lighting Global" project (Lighting Global) awarded by the World Bank in Li Xia and her team.

To this end, they continue developing and promising to change the world with the best products. By the end of 2018, the solar products produced by Li Xia had been exported to 63 developing countries, including Asia, Africa, and Latin America, benefiting more than 4.42 million households, covering more than 30 million people, and effectively reducing carbon dioxide emissions by nearly 3.3 million tons.

Participants and activities

The second pilot test involved seven employees from the R/D department and one employee from the human resources department of the Power Solution enterprise. Again, the meeting and unfolding of the tools took place remotely. The mode of presentation and introduction of the project and tools was the same as in pilot test 1. However, there was one significant difference: the entire process of completing the tools was carried out independently by the participants, without help from the designer. The reason for this was dictated by not being able to carve out a two-

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1   London T. (2008), The base of the pyramid perspective: a new approach to poverty alleviation. Proceeding of Academy of Management conference.

Figure 27 - Qianlin Baby's tools completed and translated
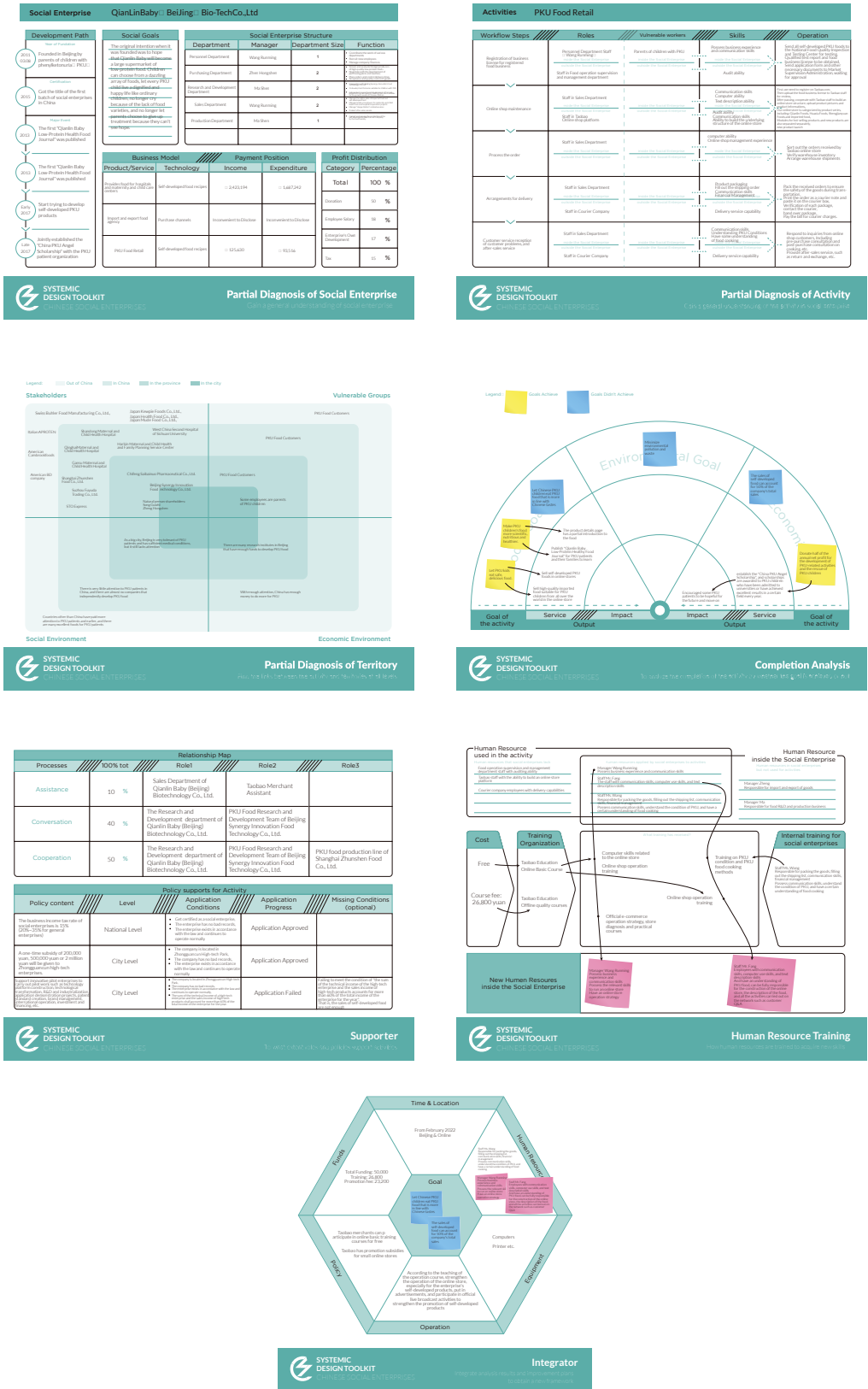
hour slot in continuity, so once the material and a brief introductory guide were submitted, it took the participants about a week to return the completed material. During this time frame, the designer kept in touch with the company via e-mail and other informal channels to be ready to answer any questions or needs for clarification. At the end of the week, the tools were all correctly completed, and final evaluation materials were received.

Results

This section provides a summary of what emerged from the test of the instruments.

Users from Power-Solution have a high evaluation of this version of the tools.

"There was such a grouping relationship before, but after the analysis of the tools, we have made this relationship clearer, so we directly carry out a clear grouping, which is convenient for the management and cooperation of members, and also facilitates the mutual learning among the team members."
R/D employe

They feel that this toolkit inspires them and that each tool can express the designer's purpose. Furthermore, the order of the tools is logical, so users can efficiently complete all the tools by following the directions. While using the tools, users can bring insights that can be applied directly to the following tools, creating a shared flow of information. But in terms of usage, there still needs to be more space on the tools to write everything down. They also wrote down their approximate time and the number of participants in the improved evaluation form. The longest use time was in Tool6, which took about 30 minutes because this tool requires members to integrate after filling in their personal information. It is also time-consuming to find out the connection. The shortest tools are tool2, tool3, tool4, and tool8, all of which take 10 minutes. The total time spent on nine tools is 2 hours, with an average of about 13 minutes per tool. As far as Power-Solution is concerned, seven employees participated in using this toolkit, including six employees from the R&D department and one from the personnel department. The usage time of 2 hours above the usage time is a bit long for the employees of Power-Solution.

The figure 28 shows the translated and completed instruments

7.2.3 Improvement opportunities of the workshop's tools

The data and information gathered in the two pilot tests made it possible to modify the tools to make them more effective and easier to understand. The first modifications involved improving the spaces for collecting information and a more intuitive transition between the tools. They avoided merging different data types into a single tool which could have confused users when compiling. This choice inevitably led to an increase in the number of tools available. The improvements made to each tool are described below.

Tool 1: Diagnosis of SEs. The main content of the tools has not changed, but the layout and size of the forms have been improved. Social objectives, business models, payment position and profit distribution are in one line. At the same time, the SE structure is separated and placed in the lower half of the tools to give the user more space to compile. At the same time, I have changed the structure diagram to an overview without limiting the shape of the structure diagram, allowing users more freedom in creating a SE structure diagram.

Tool 2: has been changed to Holistic Business Diagnosis. Compared to the first version, time of activity, location and equipment were added to analyze the activity more comprehensively. The activity-specific analysis module was also improved. First, operations and workflows are combined in the first column, while the content of the 'Problem' is added to the last column. This way, when the user explains the task process, he or she can also note down difficulties and problems directly on this tool. Thanks to this improvement, users can comprehensively analyze their SE activities.

Tool 3: Has been changed to Spatial Actor Analysis. The areas using different shades of color to represent other regions have not changed. However, the quadrants were initially used to enter various topics, but now the tool is structured with horizontal and vertical axes representing four different quadrants. On the horizontal axis, the social environment is on the left, the economic environment is on the right, and on the vertical axis, strong actors are at the top,

and weak actors are at the bottom.

Tool 4: is changed to Politics. In this case, the first version of Tools 4 and 5 are swapped in order, the relationship map is removed, and the analysis focuses on policy. This is because the policy is central to current Chinese SEs, both in the previous survey and in the feedback from Qianlin Baby, who used the first version of the toolkit. The content of the policy module is no different from that of the first version. However, in terms of space design, the space for the level and status of the application was reduced, and the other three spaces were added, making the table more complete.

Tool 5: was changed to Output Analysis, which is the content of tool 4 in the first version of the toolkit and was changed to the fifth tool in the order of use. The content of the tools has remained the same but based on the feedback from users in the first edition, the social objective is in the center, and the space for entering information has increased. This change means that the social objective of the SE becomes the main body, which is more in line with the nature of SEs. Regarding the naming of the tools, since they use the output to analyze whether the objective has been completed, the name of the tools has been changed to Output Analysis.

Tool 6: This is a new tool. To make the transition from one tool to the other more interconnected, it was decided to add a tool that could stimulate participants' joint reflection on possible solutions to critical internal issues. Therefore, the divergent thinking tool was introduced, in which participants are asked to choose between problems and then to identify, through a process of hypothesizing and formulating possible alternative solutions, the best resolution to the selected problem.

Tool 7: requires each employee of the SE to complete it separately. The canvas is a circle, in the center of which the name and position of the SE employee are inserted. Then users answer six questions based on their actual situations and ideas. After everyone has filled in their cards, the users must put them together, find the connections and use the lines with arrows to express the relationships between the employees.

Tool 8: This is still human resources training. Unlike the first version, the training content is divided into training that employees receive and training that employees want to receive. This subdivision organizes current HR training and plans future training.

Tool 9: It is still an integrator. The difference from the first version is that I have added a prompt to the title of each piece of content that must be filled in to remind the user which canvas the content comes from, which is not only more convenient for the user but also emphasizes the purpose of this canvas to integrate the content of all previous canvases.

Tool 10: A new canvas is also the result of this toolkit: What changes could be made to the structure of SEs after using the first eight canvases? According to the tools, this new SE structure diagram results from a systemic SE design.
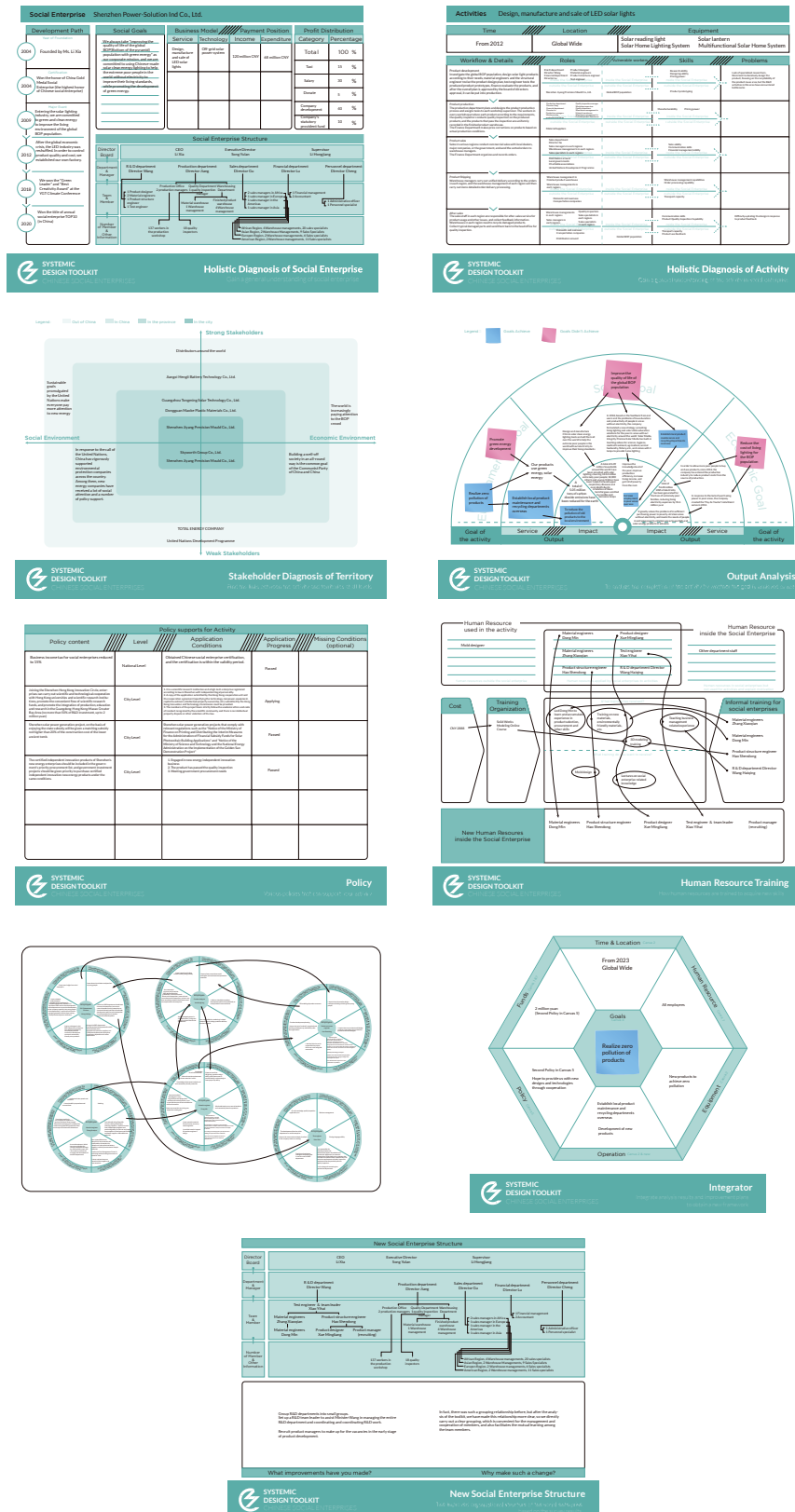
120

Figure 28 - Power solution's tools completed and translated

7.3 Denmark experimentation

The research on Danish SEs was conducted in cooperation with the Department of People and Technology at Roskilde University. In the Danish context, the tools were first analyzed by a consultant SE and then field-tested with a local Association.

The contribution of this experimentation was crucial to be able to adapt the tools to the different needs that can be encountered in the social field. The critical points that risked making the information in the tools difficult to understand were identified thanks to the contribution of the two consultants of the first enterprise involved. Therefore, the work mainly focused on improving the tools regarding clarity of information visualization and differentiation of analysis levels. One of the main criticisms that emerged was the excessive number of tools, which, even on the first impact, could constitute a barrier for those who had to complete them. A second, closely related critical issue concerned how the tools were presented; initially, the author produced two documents as 'tool guides'. The first is very detailed, with descriptions of each tool and suggestions for completion, while the second is more concise and shows the tool and some guidelines for completion. These modes proved challenging for interaction, so it was necessary to structure a short presentation document of the tools to be shown during the first cognitive meeting with top management. As a second action, the tools were then supplemented with questions/phrases that could better guide users' understanding and completion.

7.3.1 Case study I – The consulting house for social economy

Context

The first Danish enterprise with which we collaborated was "The consulting house for social economy," a SE focused on providing consulting services in the field of social economy. This enterprise was formed by a group of partners with diverse expertise in economics, entrepreneurship, and social innovation, which developed relationships and collaborations with the desire to combine this expertise to provide comprehensive consulting services. They intend to operate nationally and locally by establishing alliances with other organizations and consultants; among them, some important names are the Association for Social Innovation and the consulting company FaberV, with more than a decade of experience in the social and CSR field.

Business activity

Their main business activity is to provide consulting services in the social economy. By this term, they want to refer to broad social benefit purposes not limited to creating employment for vulnerable people. With this perspective, their vision of the social economy broadens and includes environmental and cultural goals that also tie in with the United Nations Global Goals. The primary purpose is thus to want to take active responsibility for supporting and helping the business sector to be economically and socially responsible for designing their services and products, thus incentivizing their sustainable development. The driving values that guide their actions are collaboration, innovation, and quality. Collaboration because they seek dynamic and cross-cutting partnerships involving different actors and disciplines. Innovation because they aim to develop cutting-edge methods and solutions that create value and inspire new prospects for social and economic growth. Finally, quality is synonymous with a constant commitment to perfecting and updating skills so they can always provide the best consulting service according to the client's needs and wishes.

Participants and activities

Two consultants from the company made themselves available to give their impressions of the systemic tools. A remote meeting was scheduled to discuss the feedback, where after a presentation of the project and an alignment on the focus of the call, we moved on to the Systo tools and their use. The first consultant is a company partner and business developer with a very sustainability-oriented background, evidenced by his previous roles as an information officer at the Danish Center for Urban Ecology and campaign manager for promoting a green lifestyle in Denmark. Since 2010, she has been president of the Association of Social Entrepreneurs in Denmark. The second participant is an associate and business developer with more than ten years of experience in socially responsible entrepreneurship, business strategy and development, and large-scale

project management. She is associated with the municipality of Roskilde as a business developer for the social economy; through this role, she has helped develop a strategy for the city for the social economy. Her interests and relationships also span the field of education; she teaches in the master's program in social entrepreneurship at Roskilde University and works closely with SEs, associations, and CSR consultants.

Their contribution to the validation of the tools was significant in providing valuable comments on improving the presentation of the tools with the companies to understand whether good analysis results could be achieved with the tools. Some of the consultants' main comments were reiterated and highlighted some critical issues. For example, the fact that the tools included elements of analysis belonging to the, shall we say, traditional corporate world raised quite a few concerns. While the introduction of the business canvas was seen as an excellent way of analyzing the business model, it was feared that this posed a problem for the performance of the tools:

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"But I am a little bit worried that if people were to use this tool, they would need guidance; we know that, for example, if we do a business canvas model, we need to guide people through the whole process because a lot of these managers and organizations don't have the capacity to use all the resources both the knowledge and the tools and everything that is in the business world; They can do a lot of different things, and they're good at the social part of the organization, but it's something that they do, but they don't have a specific tool or model to do it, and even if they have it they don't know how to use it the way we intend, so my general opinion is that it would be difficult to use it as it is in the local context. "

A second critical aspect concerns the non-achievement of the result. The two consultants devoted much attention to this aspect. When presenting to companies, it is essential to clarify what the use of the instruments leads to, the expected results, and how to achieve them.

"With these tools, we first proceed to analysis, access to knowledge, and then synthesize the knowledge into something that can be a decision or a new strategy. How these tools are presented now, however, we do not know

whether it is a new strategy or an action plan; it is not clear what the outcome of the tools should be."

This reflection led to a change in the way the instruments are presented. Thus, some important information had to be made more explicit such as the primary target audiences, i.e., to which target enterprises these tools can achieve. The challenges that most characterize the evolution and establishment of SEs. The levels of analysis at which the tools can reach and, with respect to these analyses, which outputs can be produced. Furthermore, the consultants felt that to achieve a good result, it was necessary to have one or more tools to gather information and formulate hypotheses.

"And then it is crucial to have tools that allow you to summarise, you know, there is a phase where you put all the information in the tools, which you then have to understand. You need to go ahead and have some assumptions. - The tools are used first to analyze and access the knowledge, and the next step is to summarise the knowledge into something that can be a decision or a new strategy. "

In the first version of the tools, there was already a tool called "integrator" to summarise all the information gathered with the previous tools. However, the structure of the outline was limiting in that it did not allow for reasoning about what emerged from the analysis. Following feedback from the two consultants, the integrating tool was modified, incorporating the elements analyzed in the previous tools and a set of actions that could be taken for each. The new architecture is hypothesized to serve as a guideline for participants to discuss how to act or what steps to pursue ameliorative changes.

An interesting point emerges at the end of the meeting regarding the use of the tools. The dual perspective on using the tools and their implementation is emphasized.

"So, I think there are two things to consider. Like the material and then the implementation of the material [...] if you want to do a good analysis and see how a SE is doing, all you need to do is all the tools, and you must be detailed. And that is what the tools can do. Implementation is something else. [...] anyone who leads a SE would know that something could probably

be improved when you start working. The fact is that you cannot know this before you start looking at your actions. So, many enterprises would do well to do that. So, there could be a variety of implementation schemes. For example, after completing the tools, one could proceed with a protected interview session and say, that I need the input of a certain employee to get this feedback. This would give you a complete analysis of the SE. And you could present it to the team mentioned and speculate on what would need to be done to improve."

According to the consultants, the focus on using the tools and their implementation is to be evaluated concerning what you want to provide as the final output. That is, whether you intend to give these tools to SEs as a means for them to be able to diagnose their situation on their own or whether you want to use them as a tool for a consultancy and then reprocess the information gathered to identify then the best actions to take.

With this in mind, much thought was given to the design of the tools and the result to be achieved. There were mainly two options. The first involves scheduling workshops in which heterogeneous groups are called upon to compile the tools and thus gain access to the knowledge that governs business dynamics. This option envisages the presence of the designer during the workshop as a facilitator figure capable of rendering a posteriori image of the complexity that makes up the enterprise under analysis. The second option, also proposed by the consultants, is to involve ten people from SEs of different types and do tool-based training with them. In this way, the people supporting the training become the 'ambassadors' within their respective enterprises for the use of the tools.
The tools could become a means by which companies could analyze themselves over time and use them to define future implementations in their business and organization.
Consequently, it was decided to continue the workshops for two main reasons. The first is that, as tools, an initial trial period is necessary to collect data on user use and interaction and to understand how to improve them. The second concerns the methodology that the tools include, namely systemic design, which is still little known in organizational design and even less so in the SE sector. Therefore, it is more effective to maintain a figure who

accompanies participants during the workshop and brings an external perspective to give back to the enterprise later.

After the meeting with the consulting company, which provided initial feedback crucial to the development of the tools, we moved on to field experimentation with the INSP! Association, which offered to test the tools.

7.3.2 Case study II – INSP! Association

Context

The association INSP! is in the municipality of Roskilde, a city on the island of Selandia that was the capital of Denmark before it became Copenhagen in 1443. Geographically overlooking the fjord of the same name, it is a very touristy and green city. The interest in the social economy in this area is very high. The municipality of Roskilde is actively working to create an optimal framework that facilitates the creation and development of SEs as essential entities in the labor market that can benefit the individual and the municipality. In fact, in 2014, the Municipality of Roskilde decided to develop a strategy for the social economy in its budget. This decision established an Employment and Social Affairs Committee with political responsibility for the municipality's work with the social economy. In addition, a Social Economy Advisory Committee was established, in which representatives from education, business and civil society meet to discuss new initiatives and advise the municipality. These actions aim to create better framework conditions and growth in the social economy sector; in particular, the ambitions of Roskilde Municipality are moving in three directions
- Strengthening counseling for social economy enterprises
-Creating and maintaining cooperation between Roskilde Municipality and SEs.
-Providing financial support for the establishment of social economy enterprises.
In this context, the association INSP! is developed in an open space, where activities focus on creating an inclusive community capable of self-reliance and providing useful services to the community.

Business activity

INSP's most crucial task is to bring people together. The common thread is the belief that people can solve any problem if they are free and united in the task at hand. Since the space where the activities take place is open and inclusive, the users' desire to support each other is strengthened. In this way, they discover personal and material resources that can be shared and exchanged with a view to mutual help. This attitude translates into the ability of users to help create what they want according to the areas and activities they are most passionate about. Thanks to this philosophy, new structures and activities almost always arise from the ideas and initiatives of users. The main facilities that have been created over the years are:

- kitchens - has a large industrial kitchen and a smaller service kitchen, used for everything from communal meals, trash cafés and food clubs to food experiments, catering, and workshops.

- music - hosts a live music environment where spontaneous jams, workshops or concerts are often held. INSP Sound runs a socially inexpensive and energy-efficient sound activity in the house. Various instruments and sound equipment are available, and the house has a computer with a sound card, studio speakers etc., that can be used freely.

- Wood and metal - has a well-equipped wood and metal workshop, which can be used freely. In the activities, they try to promote upcycling and recycling, which is why tools are often used to repair or reconstruct old objects. In addition, everyone can use a wide range of machines and tools in the workshop.

- painting and art - the artistic environment is alive and ever-changing, with easels, brushes, painting equipment, many blank walls, etc. In the past, entire staircases or facades have been transformed into engaging art experiences because someone had a good idea, and cosy painting afternoons are often held.

- film and video - INSP Media run an associated professional video company.

- Urban gardening - many users cultivate various horticultural species for ornamental purposes and small domestic vegetable production.

An important aspect within INSP! Is the figure of the host, responsible for welcoming visitors and introducing them to the association, but also for introducing new personalities into the INSP!

New characters to contribute to its growth and development. Finally, the INSP! It is in a residential area where inhabitants of neighborhoods often use the venue as a meeting point for cultural activities, taking advantage of the catering services and actively participating in the events offered. With these characteristics, the association can function as an environment to develop social entrepreneurship, for example, by building a workshop, starting catering companies, or promoting and planning events. Among the social objectives of the association is to promote social entrepreneurship based on solid and proactive communities.

Participants and activities

Four association employees attended the first Systo tools test workshop with medium-high responsibility roles, including a general manager who also holds a role on the board of directors, a communications and social host, and two hosts and service managers from the workshop and bar, respectively. Three of the participants are of Danish origin and come from the municipality of Roskilde. The fourth is of Dutch origin but has lived permanently in the city of Roskilde for seven years. The path in INSP! has enabled them to achieve roles of decision-making responsibility, for which they need to frame their role and critical issues better. During the first face-to-face meeting at their premises, they expressed interest in the analysis tools precisely because they wanted to make internal changes. During the semi-interview, in which the project manager also participated, the need emerged to clarify the structural characteristics of the association and its objectives and responsibilities to all members.

On the other hand, they pointed out that there are recurring problems in the delivery of services, although there are no critical issues related to personnel management. On the economic level, difficulties emerged in financial management due to a lack of people with the skills to use laws and regulations in favor of social work. Based on this information, the designer decided to select the most relevant tools for the case, which are: 1a and 1b for the holistic analysis of the company focusing on activities and company structure; 2a and 2b for problem identification and activity analysis; 5 on social objectives and impact; 7 on self-assessment; 8 focusing on training; 9 for the final synthesis.

Results

This session described the completion methods for each tool tested. The participants interacted very well with the tools and provided interesting insights into their implementation. However, a selected number of tools have yet to be completed due to the limited time availability of the participants.

INSP! is a well-established company, but the young average age of its members and recent role changes could place it somewhere between an 'emerging' and a 'mature' company. The maturity is evident in the differentiation of services and the constant activity with the community at the same time; the changes in the role and the continuous induction of new people lead to continuous changes and the start-up of new activities, which make it fall into the first target group.

Communication between participants is good, as is interaction to complete individual tools. A more critical aspect of the management is again time; since this workshop is the first one in person, the planner considers it fundamental to leave a little more freedom in the time to devote to each tool because it is fundamental to understand the interpretations and the capacity of the tools to create interaction and confrontation among the participants. In summary, we can say that: The first two instruments, 1a and 1b, took a long time, 40 and 25 minutes, respectively. In tool 1a, the participants had many discussions on the definition of social objectives because they first wanted to understand the current objectives, i.e., those already defined by the association and its board of directors. Secondly, they tried to hypothesize new or more current ones. They found themselves in difficulty with the business model because initially, they did not understand the type of information to be included, whether to include information from a more personal or overall point of view. In this case, the author intervened to explain and clarify the intent of the tool and the information required. Tool 1b, in the first part concerning structural analysis, reveals that everyone has a clear idea of the division of tasks and hierarchical levels but that there are no actual groups and that the structure is, therefore, more defined at the management level. Concerning the second part with the assessment of characteristics, the participants suggest bettering specifying the levels they want to analyze because, for example, the 'decision-making process' score would be different if it were assessed at a managerial or operational level.

The author instructed the participants to break down the scores by directly modifying the instrument.

Tool 5 is completed in 15 minutes. They take Tool 1a and add the others as required to complete the social objectives. There is some initial difficulty in distinguishing between objectives achieved, not achieved and to be completed. Still, thanks to this difficulty, interesting comparisons arose on the contributions their different visions could make to the association.

Tool 2a was considered too complex. Two participants found it exciting but too cumbersome to complete because it needs to be clarified whether the tool is divided into two parts or a single diagram.

One participant suggested:
"I think it is very useful to get an overview of what the main problems of the organization may be, but in this way, it is not clear that we have to make it explicit because there are too many requests that seem different from each other even though the theme of the tool is one."

Tool 2b was completed in 25 minutes. People liked the tool's design and were intrigued by the distinction between indoor and outdoor environments. Participants' feedback suggests a curiosity in seeing the problem part completed or supplemented by those in different roles (in their case, a kitchen manager and an administrative manager). Therefore, this workshop demonstrates how the tools are suitable for integrating several points of view on a given topic.

The remaining tools (7,8,9) had to be completed independently due to lack of time. In figure 29 workshop session and tools completed are shown.

7.3.3 Improvement opportunities of the workshop's tools

In general, the tools were well understood and saw active participation. Small changes had to be made in some of the instruments described below.

Tool 1a: the questions in the business model part were revised to leave less doubt about the requirements.

Tool 2a: the form was modified entirely, choosing

INSP!
Association

⊙ Roskilde

Main services   Facilities services to foster community activities

Roles of people involved
General manager; Communication manager and Social Host; Host; Barman

n° workshops   1

n° tools tested   4

workshop time   3 hours

Figure 29 - INSP! workshop session

a different layout to simplify the identification of problems, and the distinction of questions between 'urgent/non-urgent and 'simple/complex' was divided more clearly.

The remaining tools remained unchanged; however, the first face-to-face test helped the author better understand time management and how to describe the less evident aspects of the tools, two fundamental issues to ensure an efficient outcome.

Regarding the results for the association, the participants expressed the wish to reintroduce the tools to people in project manager and administrative roles, as they could enrich some sections with more detailed information. Another implementation opportunity concerns using these tools as an analysis to identify new change strategies for continuous use at different times of the year and for various purposes. According to the Director General, it would be interesting to use them at the end of the year or beginning to take stock of the situation and provide indications on actions to be taken in the following period.

Thus, the findings of the INSP! Association closely reflects the suggestions of the consultants of the first Danish company. Indeed, the participants' suggestion to administer the tools to colleagues with different roles and functions to complement their vision, on the one hand, ties in with the adaptability of the tools to be handled by several hands; on the other hand, it opens the way to a double outcome. Participants who reintroduce the tools to other colleagues apply a knowledge transfer for how to use the tools, which can be helpful in a long-term planning perspective, where these tools can support the definition of strategies and action plans.

7.4 Italian experimentation

The Italian context is the third in which the instruments were tested. The identification of SEs to be addressed was made through the Association representing the cooperative movement in Piedmont, ConfCooperative Piemonte Nord. ConfCooperative Piemonte Nord is a national, legally recognized association that represents, assists, protects, and promotes the cooperative movement. The territorial areas designated by this confederation are the metropolitan area of Turin, Novara, Biella, Vercelli and Verbano Cusio Ossola.

In addition, ConfCooperative Piemonte collaborates with Legacoop and Agci, and these three associations constitute the A.C.I. Alliance of Italian Cooperatives. As we saw in the fourth chapters about the description of the Italian context, the cooperative form is the main form of SE in the Italian context, which is why it was chosen as the category with which to test the tools.

The instruments continued to improve during the experimentation with Italian cooperatives, especially in managing compilation times and administering the individual instruments to the participants. Initially, only one instrument was designed to be carried out autonomously by individual participants; during the testing, it emerged that other instruments could be adapted for this use.

7.4.1 Case study I – Il Ponte coop

Context

Il Ponte is a type B social cooperative that has been operating since 1988 and is dedicated to the social integration of people with disabilities and socially disadvantaged people through experience and vocational training for work in a protected environment. The cooperative's raison d'être is to take in people with mental or physical disabilities or social weaknesses and disadvantages and to integrate them with non-disabled people through work. To enable a conscious integration of these people, the cooperative aims to make them acquire skills and manual abilities, trying to discover their potential. Particular attention is paid to developing self-esteem, responsibility, and autonomy. The cooperative's objective is to prepare people for eventual employment in companies in the area. The territory of reference is vast and sees the action of the cooperative on several sites located in the Verbano-Cusio-Ossola province. Respectively they have workshops in Invorio, Golasecca, Quarona and Borgomanero. In 2012, the social cooperative Il Ponte began a project to restructure and reorganize the management of its resources, focusing on effectiveness and quality of work and succeeding in becoming self-sustainable. Thanks to an active territorial network of companies, municipalities, and social organizations, it has managed to move from a semi-assisted system to a form of social innovation,

offering companies production at competitive costs on national and international markets while providing families with stability and security. It can be concluded that the Il Ponte cooperative has developed a path on two parallel tracks: the social dimension centered on the person and the business dimension centered on organization and efficiency. The objective is to prepare people through the transitive model to enter the companies in the area, strengthened by the skills, sense of duty and rules acquired during the path within the Il Ponte Cooperative.

Business activity

Disadvantaged and fragile people are placed at Cooperativa Il Ponte in different ways and according to the personal experiences gained and the information acquired in the cooperation between the cooperative and the relevant social services. The defined pathway focuses on creating a socializing experience aimed at observing and understanding the user's needs in a context that reproduces a work situation, structuring a work placement aimed at understanding practices and relationships from within a work environment and, in some cases, also beginning basic vocational training. With a workforce of 190 people, including the able-bodied and disadvantaged, six operational sites and 75 client companies, the il Ponte cooperative has established a network of fruitful partnerships that enable it to fulfill its social mission and, at the same time, meet its economic needs for sustenance. The main activities involve assembly and small contract work. The inclusion of disadvantaged persons within the cooperative takes place after an in-depth study of the individual needs of the persons, which leads to the definition of a shared path that provides for the inclusion and explanation of the personal project, the implementation of activities and observation by company tutors.

Moreover, the reference educators of the territory Services have a series of moments of verification and comparison to establish the actions to be taken in the work context and evaluate the improvement areas concerning the objectives. In practice, the organization of workflows and phases allows for the gradual and respectful insertion of disadvantaged people. Based on orders, needs and workloads, professional training of underdeveloped skills is carried out with transitions from simple single-stage to multi-stage and more complex work. This method enables people to express themselves to the best of their abilities and to increase their self-esteem through gradual improvement.

Furthermore, the placement in the cooperative is transitional, i.e., aimed at enabling the person to acquire the necessary skills to be employed in a for-profit enterprise. In the management sphere, the cooperative has developed 2012 a path aimed at co-responsibility in business management and the delegation of functions. At a structural level, management lines are divided between the director, the administration, which is composed of the heads of the production, administrative and logistics departments, meets daily to share

-planning and organization of production activities

-verification and operation of the departments, staff, assistants, and managers

-assignment and verification of tasks

-progression and observation of the pathways of persons placed with social inclusion projects or traineeships

-monthly analysis of revenues and cost centers. The level II manager, i.e., the department heads of the production areas that have contact with customers. The level III manager is the head of the department without customer contact, and the level IV manager mostly observes the operators in the performance of their tasks.

Participants and activities

Cooperativa il Ponte was immediately willing to collaborate in testing the systemic tools. During the introductory semi-interview with the president, it emerged that the cooperative could fall into two targets to which the tools are addressed: emerging and mature. Although it has been active in the sector for 35 years, it has started new activities and business units in the last two years, so it can be considered emerging in some parts. During the meeting, it also emerged that disadvantaged people are not involved in the management of the enterprise because everything is geared towards allowing disadvantaged people to leave the enterprise and enter external profit-making realities. The non-disabled, on the other hand, usually enter with an apprenticeship and then can become employees. The chairman's interest is not in analyzing the enterprise to find critical points or to identify possible actions

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for change since he has great confidence in the good management and organization of the enterprise. In this case, the interest in systemic tools is specific for their analysis function as tools specifically designed for SEs, a peculiarity that the chairman described as stimulating. It was therefore decided to hold a one-day workshop involving two different groups from two of the cooperative's locations, Invorio and Golasecca, respectively. Six employees attended the first session in the morning with different roles and experiences, respectively a third-level manager, a second-level manager with administrative skills, a second-level manager who is also a member of the local management of the Invorio site, a very young operator who recently joined the cooperative, and a second operator who is also young but has more experience within the cooperative. The composition of this group demonstrated how different perspectives could be integrated into the company analysis and contribute to bringing out dynamics that would otherwise remain unexpressed within the organization. Five participants belonged to the local management level in the second part, which took place in the afternoon at the Golasecca headquarters. Four were second-level managers and members of the local management, while one was a very young operator who fell into the category of disadvantaged persons. Figure 30 and 31 show the the participants in the workshops of the two sessions held with the coop. Il Ponte and the tools involved

Results

This session describes the feedback from the individual instruments and the workshop interactions. In the morning and afternoon sessions, time was allocated for the completion of each tool. In the morning session, all but three tools were administered: "policies", "divergent thinking", and "results analysis". The decision to avoid these three instruments was because, given the group's composition, it was intended to focus more on those instruments from which a comparison of work activities can be derived. Tool 1a is complex for the first group to understand because they do not have any managerial skills, and it was more complicated to explain and make them understand the questions related to the business model part. However, the participants put much effort into answering the questions and defining the business model and came up with a reasonably good result. Tool 1b, associated

with the structural characteristics of the company, takes longer than expected because the participants discuss how best to represent the company structure at length.

On the other hand, there is a fair amount of agreement in the voting part on company characteristics. However, one item in particular, 'sharing responsibilities', takes longer because of the discussion between participants of different levels. Tool 3, stakeholder mapping, sees little interaction from the group. In this case, the main interlocutors are the two second-level managers because they are more familiar with the cooperative's relational dynamics on the territory and with customers. We then move on to tool 2a - problem overview - presented differently than in the first workshop. The timeframe set for this tool was not met, mainly because in the process of identifying the main problems, a ferment of discussion was created among the participants that brought to light issues that had not been expressed or often remained unexpressed due to a lack of opportunities for discussion. In this case, the planner decided to give time to the debate and come to a conclusion common to all participants. The critical points that emerged concerned: how the roles interacted, where there were sometimes moments of communication deadlock due to a lack of patience or the ability to listen to those with less experience, the lack of attention in filling in the forms with the data needed by the offices, and the lack of communication for the work done.

Tool 1b, holistic activity analysis, involves the third-level manager and the two workers. All participants agree on an activity to be analyzed that is common to all or at least of which they all know the main steps. During the analysis, participation is very active. Each participant contributes their knowledge to the definition of the different phases, showing how important it is to compare the different roles in the study of the same activity. In addition, the least experienced operator declares that it is exciting to complete this tool because it gives her an overview of the actions and roles involved in an activity, she does not yet know but will have to interface with in the future. This tool is followed by the 'attractive members' tool, where participants must self-analyze their skills and aspirations. The next step is to cross-reference the individuals' self-analysis to identify possible connections. This turned out to be

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IL PONTE
Social cooperative enteprise

Invorio (NO)

Main services — Assembly and contract manufacturing

Roles of people involved
Level III and II managers; administratives; operational disadvantage person

n° workshops — 3

n° tools tested — 6

workshop time — 2 days

Figure 30 - Il Ponte coop. morning session

rather complicated for the first group, who needed help understanding some questions, especially in answering them according to their thoughts and aspirations. The result does not allow them to identify stimulating connections for organisational implementations. Tool 8, "Enhancing Human Potential", facilitates the discussion on informal training. Identifying moments of informal exchange between professionals takes much work. The author must intervene by giving examples and making people think about ways colleagues can interact to put them in better working conditions. The discussion goes on and what emerges is the intention to receive more specific training courses, e.g., in IT, and to create more moments of confrontation between professionals.

Finally, the last tool, 9 - 'integrator,' aims to synthesize the information that emerged and to identify further actions for change or internal improvement. This tool represents a stumbling block for the participants, who need help synthesizing the information and need help understanding how to hypothesize changes. At this point, the role of the designer is crucial. Through interaction, the reasoning is stimulated, which leads to the definition of three actions: integrating a role or function to check the maintenance status of the machines before they reach a worse condition; changing two machines; integrating specific training courses to meet customer requirements better

and adapt on-the-job training to the produce/learn concept. With little time available, an attempt is also made to propose the last tool, 10 - a new vision of the company, but it raises many doubts and seems too vague to be used as a basis for defining a new structure.

All tools, except '6 - divergent thinking' and '10 - new corporate vision', are selected for the afternoon session. On the other hand, the tool "3-Player mapping" is replaced by "5-Output analysis". This choice was made because the output analysis tool could reveal different perspectives within the same company to compare the morning session results.

The afternoon group completed the first tool without complications and interfaced very well with the part on the business model and the definition of social objectives.

The participants succeeded in defining objectives

more quickly than their colleagues in the morning. The tool shows a perfect communication alignment of the second level. For the second tool on structural analysis, the group agrees on an impromptu change in the representation of the company structure.

Participants depicted the structure of the enterprise in two ways: the first, more formal, describing the hierarchical levels that reflect the typical form of a cooperative enterprise; the second, more practical, showing the levels of the organization related to the performance of work activities. In the second part of the instrument, the votes on the characteristics of the structure found the participants in agreement on almost all items, except for 'sharing of responsibilities". In this case, they decide on an average mark, unlike in the morning when they gave a lower mark. In the tool "5-analysis output", the participants point out the lack of environmental objectives for the company and therefore define some related to remanufacturing and recovery. Compared to their colleagues in the morning, they are quicker in identifying goals, activities, and impacts. Another important difference between the two groups is the completion of the "2a - problem overview" tool; after an initial explanation by the author, the participants elaborate in an open discussion on which problems to make explicit. Again, communication difficulties emerge, especially concerning the exchange of information between hierarchical levels, from both directions (top-down and bottom-up) and a lack of listening and feedback management. Complex problems include the difficulty of managing and organizing workflows and orders related to the job placement mission.

Furthermore, about relations with client companies, the participants point out the difficulty of conveying the social mission and adapting the type of work to the user's limits. After the general overview of the problems, the participants continued with the "2b - activity analysis" tool, again chosen by mutual agreement, an activity to be analyzed of which everyone could know the operational actions. The critical points that emerged are the congestion of orders due to insufficient materials and the lack of comprehensive directives, control, and verification. The need to redefine the flow of orders and work orders simultaneously was assumed, updating the situations to be handled by individuals.

Due to lack of time, the last instrument administered

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was the '7-member attraction'. The participants interpreted and administered this instrument much better than the first group. The self-assessment process is carried out efficiently and highlights aspects already emerging in the previous instruments. For example, among the organizational elements that one would like to learn more about, two participants want to learn more about the roles and responsibilities of all the people working in the company. This seems to clash somewhat with the view given to us by the cooperative's president, whereby internal communication about the company's organization is clear to everyone.

Regarding personal aspects, such as skills acquired to support the work better, three participants would like to communicate better and learn to trust and delegate. Finally, the self-assessment tools reveal a possible connection between two participants, Level II managers. These two participants could exchange the ability to communicate and empathize with disadvantaged people and management skills. How to put this knowledge exchange into practice must be activated internally within the company by trying to schedule moments of interaction between roles where, for a period of one to two hours, two people can share moments of their work that are more complex to manage and present them to the other person. The result of this sharing process has two advantages. On the one hand, it allows the person to introduce the other person to a method of working they may not have been aware of before.

On the other, this interaction opens the way for moments of mutual help and knowledge transfer. For example, the person doing another job may adopt strategies and techniques that may prove helpful to the other, or a person doing the same job but with less experience may better enter the internal dynamics. As we have seen in the interdisciplinary framework, among the elements to be enhanced and implemented are dialogue with joint action and dynamic and flexible knowledge transfer.

The feedback on the "attractiveness of the 7 members" tool shows the ability to bring to light possible tacit synergies.

7.4.2 Improvement opportunities of the workshop's tools

In summary, the tools were well-understood by participants in both groups. However, the main difference is the independent understanding of the tools and the time required for completion. The first, more heterogeneous group of participants required more involvement of the designer and more need of clarifications, especially about specific tools such as:

Tool 1a: business model questions challenging to understand
Tool 5: what does impact mean for activities and services
Tool 8: define well what is meant by informal training

In the afternoon group, on the other hand, there were practically no difficulties in understanding the tools; the participants, perhaps because they almost all belonged to higher organizational levels, had no problem understanding the information to be included. In this group, the need emerged to specify better specific terms used in the tools, such as:

Tool 2b: the distinction between vulnerable and disadvantaged is subtle, and there is a risk of misunderstanding. Therefore, it is necessary to choose the correct terminology.
Tool 5: for one participant, the link between objectives/products/services/impact is unclear
Tool 7: some questions seem to repeat themselves or otherwise confuse participants about the information to be made explicit

Based on this new feedback from the workshop with the Il Ponte cooperative, the tools mentioned above were modified.

Tool 1a: the questions in the business model part were modified to make the information to be included clearer
Tool 2b: it was decided to keep the wording "disadvantaged person" because it is more in line with the type of users that usually interact with type B cooperative SEs
Tool 5: a sentence was inserted to provide an example of the relationship between objectives/products/services/impact
Tool 7: no fundamental changes have been made because it is considered necessary to test the tool further and perhaps integrate more designer input during the implementation

7.4.3 Case study II – Il Raggio coop

Context

Raggio is a type B non-profit social cooperative established in 2012 in the Mirafiori Nord neighborhood of Turin. The founding members believed in a business model that puts people, not profits, at the center. The projects promote work placements for girls and boys belonging to disadvantaged categories, with particular attention to people with disabilities, ex-convicts, political refugees, or people coming from drug and alcohol addiction paths. The choice to operate in social catering reflects the cooperative's objective of social inclusion of disadvantaged people, but it is also a way of creating integration with the local area. In addition to social catering services, it offers support for job orientation. The cooperative was born from the intention of three people to revive the bar of the oratory where they grew up because it is one of the few meeting points in the Mirafiori Nord suburban district. The people who came together to create the cooperative are also motivated by another common goal: to create something that goes beyond business and can have a substantial impact. Since its inception, the founders have leveraged the local community, sponsoring their idea and tried to find the funds to finance it through neighborhood crowdfunding operations. In 2012, they succeeded in reopening the oratory's bar, employing people with difficulties living in the neighborhood. A year later, thanks to winning a tender, they obtained the management of a second location in the same area, where they opened a tavern where people with social hardship or disabilities work.
Young people founded the Il Raggio cooperative, and even today, this can be seen in the average age of the people working there, 25 to 30.

Business activity

The cooperative's activities aim to give support and dignity to people in certified disadvantaged situations, creating spaces encouraging neighborhood youth aggregation through social support actions and guaranteeing high-quality standards. The idea of basing its economy on a transparent and traceable supply chain that protects producers and the environment has earned the cooperative a place in Slow Food's Osterie d'Italia guide.

The social catering activities are divided into four primary services:
1- Innovation café & bistro, a meeting place between the industrial and social worlds that takes the form of a breakfast or lunch break. This activity was the cooperative's first to include a relationship with a private individual.
2- Osteria e caffetteria Andirivieni is in the Cascina Roccafranca, a space belonging to the Turin Neighbourhood Housing Network, and is an innovative civic center.
3- Baretto Urban Coop - a space for aperitifs and coffee where the products of Altromercato, the leading fair-trade organization in Italy, are promoted. The drinks offered focused mainly on artisanal products and those of small producers with whom the cooperative has established a network.

In recent years, the cooperative has broadened its context, thanks to the opening of the Paz Experimental Laboratory, located in the historical center of Rivalta, a municipality in the metropolitan area of Turin about 15 kilometers from the capital. In this further social catering activity, the criteria of respect for raw materials in all forms, waste reduction and valorization of the territory through direct knowledge of small producers apply. The cooperative has also started selling through the e-commerce network 'Alveare che dice si'; products can be ordered for food shopping that favors local producers and social activities.
In addition to the catering activities, the cooperative provides free support and assistance to job seekers through the 'SINAPSI' counter. The counter is accredited for employment services and deals with vocational guidance, career counseling, job accompaniment and job matching.

Participants and activities

The cooperative, Il Raggio, agreed to test systemic tools because the board members have been wondering how to implement the organization for some time. During the introductory semi-interview, it also emerged that they would like to participate in business acceleration courses to undertake changes. The five CDA members also have more operational roles, so the workshop with the cooperative is scheduled to be attended by only CDA members because it is preferred to give them a priority. There are only three participants, all members of the

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CDA, who then hold operational roles: cooperative president and structure manager, vice-president and administrative manager, and councilor and structure manager. The time available is only that of the morning from 9 a.m. to 12.30 p.m., which is why some tools were selected at the expense of others, such as "4-policy" and "6-divergent thinking".
Unfortunately, the Cooperative "Il Raggio" is unable to display photos from the workshop session due to privacy concerns. However, you can find images of the completed tools from the meeting in the appendix.

Results

Participants completed Tool 1a quite smoothly, although they expressed perplexity about the "what do you get" and "what do you give" questions in the business model analysis part. According to them, it is still being determined whether only tangible or intangible aspects are mentioned. Tool 1b took less time than assumed because defining the structure for a small cooperative like theirs is simpler; furthermore, as the participants have dual roles, they are clear about the organization. The voting part on the characteristics of the structure was also quick and without too many comparisons between the participants. The feature scores are medium to high, while the critical points concern decision-making processes and sharing responsibilities. When defining control and monitoring mechanisms, the participants explain that employees are only involved in operational and daily work.

The "3-Actors" tool is too limited to include in detail all actors gravitating within the cooperative's sphere of action, so participants opt for groupings, subdividing actors according to their category (other companies, foundations, and institutions). The tool "5-analysis of outputs" sees more critical issues; here, the participants express perplexity about the distinction between "achieved objectives", "unachieved objectives", and "objectives that one would like to achieve" because, in their opinion, they overlap. Among the most critical issues to be solved – thus, as goals one would like to achieve - economic sustainability, salary adjustment, resource optimization and zero waste emerge. In addition, according to the participants, the targets achieved are poorly communicated, especially externally. This needs to be evaluated when redefining the strategy, looking for ways to share the company's success and impact in the target territory to reap social and economic benefits. In addition, it would be necessary to plan differentiated financial revenues according to facilities and needs (routine maintenance, extraordinary maintenance, etc.). This would track where revenues are used and how much they support the social mission. One aspect in which they have considerable difficulties is the definition of impact. Although they theoretically know what impact they can bring to the territory, they have not analyzed the correlation between this and the company's activities in detail. The problem overview tool 1a is also puzzling in this group, despite the changes since the previous workshops. In detail, the participants find the distinction between urgent/non-urgent and simple/complicated problems not very useful. These categories are too vague for them and do not help them to think about more specific or business-related critical issues.

In tool 1b, they chose to analyze a management/administrative activity, i.e., hiring new people.
In this case, the distinction between external or internal to the company is helpful, as this type of activity draws heavily on the network of promoters outside the cooperative. As main problems, difficulties emerge mainly at the time of the meeting with the candidate, i.e., at the interview and at the time of the practical test. Other problems concern the interaction with public bodies and the scarcity of resources to be employed in the search for contacts. This last aspect is linked to the critical issues in communicating the achievement of objectives. Knowing how to communicate externally makes it possible to reach more people who might join or collaborate with the company. The self-assessment tool - 7 is well received by the participants who, for the first time, are confronted with questions concerning personal aspirations and awareness of their role in the company. Possible connections emerge among participants, especially between two who could support each other in acquiring and exchanging managerial skills. Here again, sharing could be facilitated by scheduling pre-established moments where people with different roles exchange information.

Since tacit knowledge is often the most valuable within the company and is also the most difficult to share to learn, scheduling meetings explicitly designed for this increases the likelihood over time

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that no skills will be lost and that even the youngest board members will quickly acquire the knowledge needed to make strategic decisions for the company. Tool 8 focuses on staff development and training provided by the company. However, it would be interesting to understand whether other employees also have the same perception or whether this information is strictly related to those in boardroom roles. At the level of skills, they emphasize a predisposition on the part of board members to supplement their role with more in-depth knowledge relating to administrative, bureaucratic, and managerial management and some more specific skills in the food sector, management of objectives and priorities. Finally, the last tool, "9- Integrator", synthesizes the knowledge that emerged from the compilation of the other tools by externalizing the actions that should be taken, in the short, medium, and long term, for the benefit of the company and the success of its activities. As a final summary, the actions to be taken mainly concern.

- New people to be integrated into the kitchen with management skills, but also to create greater harmony and involvement between all people working in the company.
- Activities and processes to make the organizational structure clearer and more differentiated.
- Training, to be made more specific following the various structures and services they offer.
- Values to be reconciled with the socio-economic context and communicated more effectively.

7.4.4 Improvement opportunities of the workshop's tools

After this session, it became clear that the main problems were mainly related to the same tools on which other groups also found difficulties.
It was therefore decided to modify the following instruments further:

Tool 1a: the questions guiding the business model were revised and modified to avoid misunderstandings.
Tool 1b: the rating scale for business characteristics was changed from 0-5 to 1-5
Tool 3: the hierarchy of geographical locations was changed, giving more space to local contexts or those closest to the companies' territory of action. This choice is dictated by the fact that, as a type of company, the tendency is always to act mainly in the local context; therefore, the location "outside the region" has less relevance.

Tool 5: The diagram was modified by reversing the initial layout to leave more space for impact information. In addition, the semicircles became four, starting with the smallest: Objective, activity, results, and impact semicircles. The activity-results distinction was made for two reasons: first, to allow for more direct reasoning leading to the definition of impact, and second because, during testing, it was noted that sometimes a service/product could not be referred to as an impact or result, so a more generic title was chosen as an activity.

Tool 2a: To include the systemic approach more closely, it was decided to identify both negative and positive aspects through this tool, subdividing them according to the categories most commonly found within companies, which can help users better recognize what is required.

Tool 7: questions were revised and, in some cases, changed again to avoid overlapping information and confusion.

Tool 9: the verb "communicate" was inserted, which may be more akin to some elements.

Tool 10: it was decided to change the outline for the new representation of the structure. However, this tool remains the least tested because it is difficult to conclude all the tools in one meeting.

7.4.5 Case study III– Il Sogno coop

Context

Il Sogno is a type B social cooperative that deals with the employment of disadvantaged people. The cooperative was founded in 1927 by the voluntary association 'Alternativa A..' of Domodossola, which dealt with preventing juvenile discomfort and rehabilitating people with drug addiction problems. Initially, the work was based on small office cleaning and green maintenance jobs, which, over time, enabled the cooperative to give opportunities to people who had left the therapeutic community run by the association. The cooperative's development was realized thanks to the increasing collaborations with local public assistance services. Thanks to these

collaborations, the cooperative has been able to offer job opportunities to a rising number of people in difficulty, working to meet the growing number of requests and differentiating the areas of activity as much as possible.

How the cooperative realizes and concretizes its mission includes equipping itself with an organizational system capable of creating the necessary conditions for the employment of disadvantaged people; guaranteeing the latter a guarantee of employment stability; remaining flexible, i.e., maintaining the capacity to respond in adequate time and with the right resources to the various market demands; cultivating and maintaining relations with its members. The cooperative operates in Ossola, Verbano, Cusio and some areas of Alto Vergante in the province of Novara. The cooperative is also a founding partner and member of the Consorzio di Cooperative Sociali del Verbano Cusio Ossola (Verbano Cusio Ossola Consortium of Social Cooperatives), a consortium established in 1999 and today composed of six type B social cooperatives and two types A social cooperatives. Through the consortium, which operates in the territory to promote the "doing business" model and the activities carried out by the cooperatives, the aim is to open up to other third-sector realities continuously. Between 2018 and 2022, the cooperative will expand by merging with two other cooperatives in the area; it currently employs about 175 people, of whom 159 are members. The type of customers is balanced between private and public, although with a greater presence of the latter. The organizational composition at the management level is traditional, with a members' assembly and a board of directors that includes the management committee, composed of seven people from the different territorial areas who meet weekly. The next lines are the commercial and purchasing management line, the middle line with the central administrative offices and the operational line with the business areas coordinated by a manager.

Business activity

The high number of work requests, a wide area of action and the union with other cooperatives have enabled the cooperative il Sogno to expand its range of services while maintaining high quality. Activities include environmental maintenance services for green areas, cleaning roadside verges and public spaces, and cleaning, forest cutting and restoration of mountain paths. The cooperative's area of operation is in a mountainous area characterized by snowfall, which is why the sector also deals with snow clearing and road salting. There is a team organization for this activity, which makes it possible to create many workspaces to insert disadvantaged persons. A related activity area is gardening, where services are provided for designing, developing, and maintaining private and public gardens. In addition, there is also a shop located at the Villadossola nursery that deals with the retail sale of various types of plants and flowers. Projects are also implemented in this shop, again aimed at job placement, which aims to develop new styles and cultivation methods; since 2008, a project has been underway to recover ancient local varieties of fruit plants.

Both manual and mechanized sweeping, purging, and cleaning services are carried out on the roads. The activity sector of civil and industrial cleaning gave birth to the cooperative, and most employees in this sector are women. The cooperative specializes in sanitizing and hygienist services on civil and industrial premises. Another sector of activity that has recently seen an increase in the number of employees and services offered is kitchen management. The cooperative runs a canteen and kitchens in various educational institutions. Thanks to the small size of the facilities, it is possible to maintain a high quality of service and choice of products used. In addition, after merging with the cooperative 'Divieto di Sosta' in the food sector, other catering services and a biscuit production workshop were introduced. The workshops constitute another area of activity; in detail, there are three. The bookbinding and cardboard workshop, and two assembly workshops for third parties, and it is in the workshops that the most significant number of work placement projects are carried out. The cooperative is also involved in managing all services performed within a cemetery on behalf of public administrations. In addition to the services listed above, the cooperative has developed in-house bookkeeping, payroll, and secretarial services for its employees.

Participants and activities

The cooperative il Sogno made itself available to test the systemic tools. During the semi-interview, they stated that their interest in these tools is mainly to clarify the new organizational set-up, which is being defined following the acquisition of new co-

operatives. Furthermore, having an organizational system that can guarantee the inclusion of disadvantaged people is part of the mission.

Similarly to the cooperative il Raggio, it was decided to involve participants with roles of responsibility and coordination from different cooperative sectors in this first meeting. Six people participated in the workshop, and the activities took up an entire working day. In detail, the participants are distributed as follows a member of the board of directors and responsible for job placement, as well as a collaborator for planning and tenders; a member of the board of directors and responsible for the food workshop department; a manager of the green maintenance sector, private and public gardens; a member of the board of directors responsible for administration and coordination between sectors; a manager of the social catering and food production activities of the prison economies; a manager of the food activity "Banda Biscotti," which is part of the prison economies promoted by the cooperative for the involvement of people with judicial problems. All instruments except No. 6 on divergent thinking are administered in this session. Figure 33 shows tools involved in this worshkop session and participants

Results

Tool 1 shows a perfect alignment of information among the workshop participants, showing those who have only recently joined the cooperative what the main steps that enabled the development of the enterprise are. On the right side of the business model, the implementations of the questions clarified some concepts; however, there is always the problem of which perspective to adopt to answer questions such as "what benefits do you get?". Here, participants often ask whether they should answer from a personal or a business perspective and whether they should look more at economic or social aspects.

In completing Tool 1b, which partly describes the organizational structure, the group of participants decides to leave it to the two heads of the sectors, workshops and green, respectively, to describe the organizational structure from their point of view. The decision to leave it to the two to represent the organizational structure first is to obtain feedback on the image that the employees, in this case, the sector managers, have of the organization. In the

second step, other participants intervene, who are familiar with the organizational chart implement the representation. This approach is a positive way of supplementing the tool because, on the one hand, it allows us to understand the perception people with different roles have of the organization. On the other hand, it stimulates a favorable comparison between the participants and simultaneously allows an alignment of information. Divergences between the two representations can be found in the line between the management and the various sectors of the cooperative.

Furthermore, it emerges from the point of view of those responsible for bookbinding and green maintenance that there is little knowledge of the more administrative and managerial sectors, such as communication; administration; purchasing; logistics and sales, which were not mentioned in their version of the structural analysis. Continuing with the compilation, the assessment of the characteristics of the structure reported very high scores, except for the item "decision-making processes." Concerning the complexity of the work, a distinction was made between operational work, with a low score of 2.5, and managerial work, with a high score of 4.5. This distinction was necessary because the size of the structure was not mentioned. This distinction was necessary because the size of the cooperative, which has grown a lot in recent years and expanded with several locations across the territory, requires a greater capacity for coordination and organization. Furthermore, there was initial disagreement on the score for the "sharing of responsibilities" item because it referred to different situations. The highest scores were Achievement of Social Objectives, Adaptability to Sudden Needs and Diversity of Services.

The "3 actors' tool" sees an inevitable closure in the explication of the actors related to the cooperative because, according to the participants, they are too numerous to list them all. Thus, they opt for some aggregations, taking the information made explicit in the business plan as their primary reference. Concerning the role of actors vis-à-vis the cooperative, they mainly support the social environment and, for the most part, are characterized by a strong link with the cooperative. In this case, it is in a border area, and regional and extra-regional parts of the map are essential, especially concerning economic actors. In addition to customers and

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IL SOGNO
Social cooperative enteprise

Domodossola(VB)

Main services — agricultural, industrial and commercial

Roles of people involved
Executive, administrative and divisional managers

n° workshops	1
n° tools tested	9
workshop time	1 day

Figure 31 - Il Sogno coop workshop

suppliers, volunteers are also considered, although the operational context has not been specified. Tool 4, which focuses on policy analysis, is filled in by the co-operative's administrative manager, who, together with the work placement manager, completes the outline, including all policies currently used by the co-operative to carry out its activities. The levels of policies that support the company's activities are mainly at a regional level; only two procedures, such as Law 381-91 and Law 64/2001, are at a national level. In all policies, the cooperative is active, except in 64/2001 for civil service, where it is being implemented. The "5 - output" tool is presented in its new form, starting from the center with the description and categorization of objectives (social, environmental, economic) and continuing with activities, results, and impact. In this session, making the participants distinguish between objectives according to achieved, unachieved or desired status took much work. All three categories of objectives were grouped into 'desired objectives'; the standard view is that these objectives are only partially achieved and, therefore, not 100 percent completed. Next, we proceed with the '2a- inspector' tool in its new form.

In this new tool, participants must identify the positive and negative aspects of the spheres: organizational, operational and communication. The intention is to facilitate reasoning and comparison for the identification of macro-problems. Among the critical elements expressed, some perfectly illustrate the challenges that this type of company often faces; for example, some top management and coordination roles are difficult to replace, resulting in organizational problems. It would be necessary to better understand to what extent the difficulty of replacement is dictated by a lack of skills and experience in the role or how much rather by a lack of attachment to the cooperative way of doing business in which individuals are called upon to take responsibility. Among the positive aspects, flexibility, the ability to respond to customer needs and cooperation between sectors emerged. For the tool "2b - holistic analysis of activities", the group chooses to have the person in charge of the 'biscuit gang' sector complete the tool. The main reason is the impossibility of defining a common activity for all participants to be analyzed jointly. As the "biscuit gang" activity is part of the activities absorbed by the co-operative during the last merger with the

"Prohibition of Parking" co-operative, they decided that it could be a good way to make the workshop participants better acquainted with the sector. In this workshop, a new way of handling the tool emerged, which can be positive when there is a need to create an exchange of information. Based on the participants' self-assessment, the '7 - attractive members' tool was presented with new questions that brought to light the main aspects people would like to change within the company. These aspects include greater sharing of functions with co-workers/supporters, greater involvement in planning and implementing new activities and resources, and increased staff without taking resources away from the office. Tool 8-Evaluation of Human Potential, is divided into two parts: the upper part links to tool 2b; the lower part asks about the training the company offers, and the training people would like to receive. Looking at the tools of attractive members as training to be received by the company, the following are mentioned: accounting, marketing and communication, corporate social strategy, social design, and process analysis.

Finally, the "9 - integrator" tool again saw an initial blockage due to the approaching time limit and a drop in concentration. Nonetheless, all expressed their opinions on actions to support future changes. What emerged, in the end, can be summarized as follows:

- People/roles: integrate greater delegation capacity
- Policies: integrate greater environmental sustainability and corporate welfare; change not only the sector heads on the board of directors but also give people who are not sector heads the opportunity to have more turnover; combine new proposals/availability for the board of directors to ensure greater participation
- Objectives: to place sector heads alongside potential substitutes for training purposes
- Activities: replace or experiment with turnover between operations and management
- Processes: change the efficiency of production processes
- Training: adapt specific training to support production/social innovations

7.4.6 Improvement opportunities of the workshop's tools

After this last workshop session, there was much discussion about further implementations to be made in the individual tools. However, the numerous tests carried out in different contexts and the changes made suggest that it is a good starting point that can respond to companies with additional needs. Above all, after this workshop, we started to think about different administration of instruments. For example, in a group of participants all belonging to medium-high responsibility roles or who are, in any case, heads of a sector/department, it is challenging to find an everyday activity for the analysis required by tool 2b as for tool 8. Therefore, in groups composed of persons of the same level, it is interesting to ask each person to use that tool to analyze an activity of their own. This way, more criticalities or positivities might emerge to be explored later in the organization. This reflection also stems from the cue given by the participant who oversees the "biscuit band" workshop by stating:

"I would like to repeat this workshop with the biscuit workshop guys because I believe that interesting points of view could emerge that I, as the person in charge, cannot grasp."

In addition to being valuable feedback for systemic tools, the participant grasped the point of the use of these tools, which are designed to be able to analyze multiple types of enterprises but at the same time make themselves available to individuals to carry out more in-depth analyses in the service of small groups or specific sectors.

7.5 Final considerations on Systo

Systemic tools for SEs (Systo) help them to analyze and evaluate themselves with a critical and participative approach. The abilities acquired through completing the tools increase the store of tacit knowledge that people keep. Indeed, through the participatory process of enterprise analysis, explicit and tacit information is exchanged, triggering openness. In this process, the results relate to the three levels of systemic tool analysis:

Individual: People gain valuable knowledge to improve their work in the company and can express their views when undertaking internal changes of varying magnitude. Furthermore, sharing information enables a better understanding of the values and modus operandi of the company, even by those not part of top management.

Group: each group, sector and sub-sector can decide to undertake this analysis, adapting the tools to their needs and contributing to improving activities and creating better working conditions.

Organization: the ability to adapt and respond to stakeholder needs is strengthened. Indeed, through the improvement of internal knowledge, organizational implementation and the design of new strategies are fostered. Decisions that affect the company and its business are first shared and enriched from multiple perspectives, thus keeping democratic and mutualistic participation processes active and stimulating the emergence of synergies with other companies in a collaborative perspective. As a result, decision-makers can use the information and evidence from the tools to define future strategy and implementation possibilities at the managerial and organizational levels.

The designer acts as a facilitator in the co-participative analysis process. Although the tools are designed to be self-understanding, the completion process in which several people are involved inevitably involves a phase of exchange of ideas and impressions that the designer must be able to manage. In addition to working on the moments of confrontation and exchange of information between the participants, the planner must be able to convey the correct mode of interaction, fostering the adoption of efficient leadership models during the confrontation.

The composition of the groups differs depending on the analysis purpose so the possibilities may be:
- a group of employees with top management and responsibility for strategic business decisions
- a group of operational employees primarily involved in the production and distribution of products/services
- mixed group in which people usually hold higher positions of responsibility interface with those in more operational roles.

In all three cases, situations may arise in which a leadership model emerges that may block or inhibit the sharing of different viewpoints. The traditional

leadership model, in which one directs and controls to bring the team to meet the needs of the business, brings out precisely the position of control to the detriment of the honest impressions of the participants. From that perspective, the designer's task is to elevate all participants on the same level and ensure that those entrusted with leadership use it according to the servant leadership model. The servant leadership model tries to put the workers' needs first and ensures that the achievement of business goals is the natural consequence of a stimulating, inclusive and proactive work climate in which professional growth is stimulated. With this in mind, the leader must not command but must support their collaborators to acquire more autonomy in carrying out their tasks.

Moreover, to support change in a complex system, it is necessary to "drive across boundaries," in the words of Joss Colchester[2] . In some vein, adopting a leadership style means choosing how one wants to lead change; in a context of internal systems change, leadership must adopt a different paradigm from the traditional view. For example, Prof. Otto Scharmer [3]of MIT, Boston, stated that leadership is the ability "to be able to listen to the whole better than anyone else," and in defining this leadership style, he speaks

of the systemic leader, that is, the one who can see the more extensive system.

In practice, this concept translates into the ability not to remain anchored to one's perspective on a problem but rather to build a shared understanding.

This paradigm shift is what systemic tools want to support during the enterprise's analysis, to create an inclusive space for analysis, listening and understanding.

Hence, the designer plays the role of facilitator by helping participants enter a servant leadership perspective and thus take on the responsibilities of undertaking changes in a complex system such as an enterprise.

At the same time, the designer herself becomes a systemic leader because she acts as an auditor of the system as a whole to try to eradicate resistance to change.

Within the working groups for completing tools, the designer aims to stimulate this change of perspective. Thus, the designer plays the role of mediator between the participants, trying to mediate everyone's points of view to arrive at common issues.

The plan for developing the SySto tools allowed SEs to explore possibilities and ideas around organizational implementation and relate them to problems at hand, triggering systemic processes and enabling different ways of looking at issues or solutions. The tools' content will foster systemic design methodology into organizational matters and support a value-based implementation for SEs.

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2   Joss Colchester is founder of Systems Innovation, a web platform for the application of systems thinking toward enabling systems level innovation.

3   (Greenleaf, R.K. (1970). "The servant as leader". Business leadership (G.John, Ed.)(pp. 117-136) San Francisco: Jossey Bass)

Chapter 8

Conclusions

The following section provides a comprehensive summary of the research findings, outlining how the objectives of the project were successfully achieved. Additionally, it delves into the valuable knowledge gained and the limitations encountered throughout the research process. Lastly, it proposes exciting new avenues for future work to be explored.

8.1 Research aim and objectives

This research faced the problem of organizational implementation in social enterprises, explicitly focusing on maintaining a balance between social mission and economic profits. The aim was to consider how Systemic Design can sustain organizational implementation and strategies definition by the co-participatory processes. The following paragraphs describe how the research meets its aims and objectives.

Objective n°1 – understand if Systemic Design can deal with the organizational process in social enterprises.

To understand what kind of contribution SD can provide in implementing organizational change within social enterprises, the present work started with a comprehensive literature review to frame the social enterprise model and collected insights on the main approaches to supply organizational change. As an outcome, a frame of reference on managerial and design methods for organizational change was drawn as theoretical background to identify shortcomings and challenges which Systemic Design can tackle a practical implementation. Moreover, the literature review outlined the main challenges tackled by social enterprises that make up an understanding of the leading aspects to analyze with the systemic tools. (chapter 1-2)

Objective n°2 - understand the full range of aspects to be considered during an organizational analysis and outline elements to include in the systemic tools.

According to the need for a more holistic and systemic view of organizational changes and to enlarge the area of application of the Systemic Design approach, a scoping study on the organizational change theories that have marked a turning point in the enterprise's conception and dynamics was undertaken. The literature review was based on four main theories and approaches in the managerial field (Table 7, chapter 4). Setting out the theories and the main elements to be considered allowed the designer to define an interdisciplinary theoretical framework on which to base the development of systemic tools for organizational analysis (Fig.13, chapter 4). Furthermore, a comparative study was carried out between design toolkits and business model canvas dedicated to third-sector organizations. As a result, the designer defined guidelines on which to base the practical design of the tools. Finally, the theoretical framework and guidelines set define the main elements that the tools should address in analyzing a social enterprise system. The primary outcome of this research was the systemic tools ,Systo, created to support participatory processes aimed at organizational improvement and defining strategies that consider the enterprise's and its members' needs (chapter 5)

Objective n°3 – identify case studies to test systemic tools and understand which added value systemic design approach could provide.

The assessment of Systo was through international case studies in Cina, Denmark and Italy, which allowed bridging from interdisciplinary framework and guidelines to concrete co-designing processes aimed at identifying shortcomings in an organization and integrating different perspectives in its development. The systemic tools were tested both remotely and in presence mode and delivered materials for analyzing the enterprise's characteristics and providing evidence on which to co-design new strategies. The five steps of the systemic methodology are integrated with the living tools allowing a holistic approach to the enterprise's assessment (Fig.19 chapter 5). The shreds of evidence from workshops show a significant interaction among participants that translate into the primary outcome of research: the systemic methodology can deal with organizational analysis and can trigger an innovative approach to the managerial sphere by including details on activities workflow, communicative alignment on enterprise objectives and impact and assumptions on possible changes to undertake, uniting perspectives from different levels of the enterprise and stimulating active participation.

Objective n°4 – determine the designer's role in undertaking organizational assessment and fostering participated processes.

On the designer's behalf was compelling to figure out how the designer could assist the enterprise's members in expressing their perspectives on job modalities and internal relationships. The designer led participants in examining enterprise at the organizational, team and individual levels. Following the workshop's insights and people's feedback, the main evidence about the designer's role concerns the ability to uphold a different leadership attitude. On that behalf, systemic leadership is the paradigm shift supported by the designer who acts as an auditor of the system and tries to eradicate resistance to change. The research outcomes highlight the designer as a mediator between the enterprise and members' needs to stimulate a perspective change and explore new possibilities around organizational implementation. (Chapter 7)

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8.2 Overall conclusions

The present research was led by the increasing need for social enterprises to be able to define a sustainable path of development without undermining the main social mission. At a management level, social enterprises need a tailored approach to support sustainable development and growth; how can systemic tools support the definition of new strategies? To achieve a new model in social enterprise management and development is essential to overcome problems related to a top-down approach in governance, entailed by the deterioration of mutual principles. Such a decline in mutual principles has manifested itself in social enterprises through various structures that are only sometimes well-defined and can represent a barrier to market entry; weak relationships between the enterprise and its leading suppliers generate an exchange but not from the perspective of mutual benefit. Moreover, a lack of communication about their social mission and the achievement of social needs thus led to social enterprises adopting methods and strategies typically of for-profit enterprises, which entail worsening participatory structures. Although the growth of a social enterprise needs the introduction of managerial expertise and control mechanisms to deal with increasing complexity, it's mandatory to allow the implementation of those by maintaining at the same time participated decision process and the involvement of members in labor and business decisions to the maximum extent possible. Thereby understanding the SEs necessity to combine social and business needs, it is necessary to figure out how to include members in the implementational process and how to co-design participated strategy to grow.

Behalf of that research tackled the problem of organizational implementation to approach new ways in which members can participate in enterprise decisions, enriching analysis and strategy definition with their perspectives instead of defining growth path in a not inclusive and cohesive manner. With this in mind, the research explores how the Systemic Design approach can be integrated into organizational implementation and support social enterprise development. The author argues that SEs organization and evolution are often influenced by increasing competition in the market and by expanding the frame of social needs to achieve. The latter, in particular, are usually found in the same members who make up the enterprise. Therefore, without a capacity for analysis in the round and able to collect multiple points of view, it will not be possible to sustain a participatory implementation. Therefore, a shift toward a more holistic and collaborative analysis of SEs features is needed to accomplish an organizational implementation in SE. For that purpose, the present research supports the role of Systemic Design as an approach that can include all different perspectives in the analysis of organizational practices and provide a holistic view of the enterprise in its component levels from macro to micro. For this research, the Systemic Design for organizational implementation of social enterprises was investigated by its application to design living tools to support enterprises in their internal analysis and strategy definition and through tools application to social enterprises case studies.

Literature review

The research starts with a broad literature review to set the scope of this study on social enterprises' organizational implementation and highlight the problem to be explored; applying the Systemic Design to solve organizational problems in social enterprises can foster sustainable development within the enterprise context. To determine a background for this research, a panorama of the main challenges tackled by social enterprises was drawn to understand the present barriers to overcome. The primary limitations concerning structural aspects include non-clear communication on tasks and roles or a more straightforward structure that does not represent the complexity of the enterprise's activity. Furthermore, going deeper into the structure could manifest an operational and strategic dependency due to a responsibility overload in specific roles and a need for more skilled personnel. Finally, the complex integration of disadvantaged persons into work routines or a tricky achievement of social goals and economic needs threaten the enterprise's survival and its availability of funds to support counseling or development actions. The continuity of these challenges led many managers to adopt a top-down approach to create a more stable environment and apply typical for-profit strategies to set organizational and operational aspects. Nevertheless, the lack of involvement of the

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operational parts of the enterprise has often contributed to the loss of the values of mutuality and co-participation that distinguish such a model. From a design perspective, the contribution to organizational and strategic aspects could be helpful. Still, the tendency to approach situations from a top-down perspective is also prevalent in this field.

With these preconditions, the present examination adopted a systemic approach to tackle challenges in social enterprises. Hence, it was precisely for this research that Systemic Design implemented by the Sys Lab of Politecnico di Torino was adopted; its main areas of research are land enhancement, industrial innovation, and sustainable products.

This research work started from this approach and sought to demonstrate how Systemic Design is applicable in fields other than those proven to date; this prompted the use of the methodology for the development and design of tools that would interface with the management, strategic and organizational part of the social enterprise. This aspect constitutes a further added value of the present research work because it broadens the application of the systemic methodology by going to cover all aspects of the enterprise, from the development of new products and services, to process optimization, to management and organizational strategies. Moreover, the systemic designer can mediate different perspectives and get down to facilitate interaction among actors' beliefs and aspirations, building a common framework on which to base the new enterprise's vision. On that evidence, the literature review provided an unexplored field of application for Systemic Design on which structure the following phases of this research.

Scoping studies and tools development

The second research question guides the following examination phase: "What aspects a systemic organization change needs to consider to sustain social enterprises in manintaining social mission at the center of business?". To explore that aim, further exploration of theories in the managerial field was set to frame those theories which signed a turning point in organizational issues. The four theories considered in this study are the knowledge-based view, organizational learning, change management, and systemic enterprise view.

In the analysis of these four theories, it is understood how the focus on elements for organizing enterprise and structuring improvements has shifted from the inside to the outside. In the knowledge-based view, one looks inside the enterprise and distinguishes resources between tangibles and intangibles; among the latter, knowledge is defined as the main source of competitive advantage, and the core of this theory is to facilitate the internal transfer of knowledge to stay competitive. In the learning organization, the enterprise is seen as an open system with continuous exchanges with the external environment. This theory supports the importance of learning in the enterprise, which must occur according to micro-macro order levels, moving across structural levels and ensuring horizontal information sharing. The third theory is change management, an approach that looks inside the enterprise and seeks to activate people at different levels to achieve active contributions with a view to organizational development. Finally, the last theory, the systemic view of the enterprise, by time reference, is the first among those listed above. Although it cannot be called a management theory since it pertains to the field of economic and business analysis, the contribution of the systemic approach may have prompted other developments in the conception of enterprise, such as the integration of a more systemic view in the change management approach described by Cao et al., 1999,2003. The scoping study for each of these theories defined the purposes, main elements, and critical aspects on which the designer relied to outline the interdisciplinary theoretical framework by which she could guide the integration of SD in tools. In practice, the framework allowed for integrating elements drawing on each of the theories considered. Indeed, the tools have been shown to help disseminate diverse knowledge and bring relational dynamics that are not obvious. About learning, the tools are designed to be carried out in small groups whose composition varies depending on the objective set by the firm. The possibility of including within the same group a manager and an operative or of bringing together operatives and administrative staff from different departments allows the horizontal sharing of information and stimulates the sharing of best practices. In addition, the plurality of people with different roles and tasks makes it possible to gather views and perceptions on various aspects of the

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enterprise that would not otherwise be expressed. Finally, given the lack of stability in the context in which social enterprises operate, the ability to replicate tools as situations evolve is an additional element that is part of the holistic and systemic view required to address organizational implementation successfully. Intending to design tools, the author carries out simultaneously toolkit from design and business model canvas analysis to outline how to structure tools and integrate the elements defined within the interdisciplinary theoretical framework. This analysis output is a series of guidelines about applying SD for organizational implementation in a social enterprise context without compromising the social mission focus. In addition, following the establishment of the framework and guidelines, the integration of tool design concerning the steps of the systemic methodology was defined. This resulted in the definition of tools designed to undertake organizational implementation that at the same time encapsulated a systemic and holistic view; that is, capable of considering both organizational and operational aspects and that was designed to be able to be dropped on multiple levels (general organizational, group/departmental, and individual). To be compelling, an enterprise's social mission must often involve its activities as results to be given back to the territory or community of reference and its internal component. The systemic tools thus created meet these requirements.

Systemic tools and case studies

The third research question addressed "What is the added value the Systemic Tools can provide to organizational issues in social enterprises?". For that aim, a field assessment of tools was proposed through case studies in three contexts, China, Denmark and Italy, which allowed bridging from theoretical insights to tangible application of Systemic Tools (Systo) in social enterprises (Chapters 6-7). Considering the legal institution of social enterprise as a pillar in the practical test for this research, the three contexts are different, which brought broader experimentation and understanding of how to meet the needs of enterprise and activate co-participated processes able to support a coherent organizational implementation and strategy definition. Moreover, by focusing on applying Systo in enterprises from different contexts, it is possible to develop reflections on potentials and limitations.

The first was the Chinese context, where two social enterprises agreed to participate in the test. The socio-political aspects that define the Chinese context conditioned the emergence of the Chinese social enterprise model, which began to develop later than in other European contexts. In China, there is not a strongly defined status and legal framework but a certification recognized by government authorities. Indeed, an essential aspect in this context is the strong link that social and non-governmental enterprises have with officials who serve as referents regarding emerging societal needs. However, the framework for action of these enterprises in China is very much conditioned by policies. In this sense, test participants in both cases highlighted the need to include more space for analyzing policies that can benefit social enterprise activity. The tests were conducted remotely and took two hours to complete all instruments. In both cases, the groups that took part in the tests were administrative/managerial and did not involve operational employees.

The final feedback pointed out that the possibility of conducting such a comprehensive analysis of the enterprise's characteristics is an added value in the perspective of business development because it allows gathering valuable information to define service improvements and new development strategies. The first test phase thus made it possible to pinpoint the elements that need to be developed to enable better adaptation of the tools, even in international contexts. Furthermore, it made it possible to collect the first data on the individual capacity of social enterprises to sustain a holistic internal analysis process with the aim of organizational improvement. The tools provided to Chinese enterprises have received overwhelmingly positive feedback. These tools were customized to meet the specific needs of these enterprises, allowing those directly involved to use them to reflect on internal processes. Additionally, these tools have proven to be an invaluable resource for collecting information on enterprise operation and management methods. This evidence suggests that they could become useful consultancy tools for social enterprises, supporting the establishment and growth of new ones. It's important to note that the Chinese context is currently the least advanced in terms of the development of these types of enterprises.

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In the Danish context, the situation of social enterprises is more defined than in the Chinese context. At the national level, this business model has seen a fair amount of growth over the past two decades, as has also been the case in other European countries. Moreover, the Danish welfare system offers a wide range of services and supports the entry of private individuals through contracting to provide these services. These dynamics have shaped the development of Danish social enterprises whose main drivers of increase are defined precisely in the privatization of welfare services and a solid bottom-up dynamics.

The Systo tools were tested in two ways. During the first, tools were submitted to a consulting social enterprise whose practitioners made valuable comments to improve the presentation of the tools and suggestions for enhancing the results they enable. From this first consulting action, the Systo pose as tools specifically designed for social enterprises that can fill the gap of supporting paid consulting and development actions. Since among the main constraints that social enterprises face stands out the lack of funds and resources, in this sense, Systo tools stand as an aid and support to overcome this obstacle. In addition, it was stressed at this stage that such tools can have a dual role, tools to be used internally and then allow enterprises to be able to implement themselves, perhaps after an initial training session; or they can take the form of consulting tools to be used as part of specific programs aimed at social enterprises. The second tool-testing event was held with an association that is part of the network of social enterprises afferent to Roskilde University's Center for Social Entrepreneurship. This test was the first to be conducted in person and brought to light the first critical issues of interaction between users and Systo and time limitations. Although it was impossible to complete all the tools, what was reported by participants was a crucial element in continuing the implementation of the tools and improving them, especially in interaction and understanding. Concerning the characteristics of Danish social enterprises, the Systo, can also meet the specific needs in this context. In addition, they have proven to bring to light issues of common concern that are rarely addressed interactively in a shared way.

Specifically, in the second Danish case, the participants wanted to emphasize the usefulness of the tools in activating participatory processes regarding business activities. The Danish context is characterized by a strong presence of welfare services and support for the development of social enterprises through funding and support funds that, over time, have enabled the development of an excellent network of social enterprises in the area. However, Danish companies often need targeted advice to improve their performance and to be helped in business development. In this context, Systo tools have the potential to be used for the purposes described above and to act as a link between the incentives given by local administrations and governments and the initiative of people who take on corporate responsibility. However, a limitation found in this context was the way the Systo are used, which would hardly be able to be used without a mediating figure regulating the compilation process. This is because, in some of the topics covered, e.g., business models, policies and stakeholder positioning, some internal figures may not have adequate knowledge to support the compilation of the tools; therefore, the figure of the mediator designer is needed.

The Italian context is characterized by a deep texture of solidarity and self-organization that has consolidated the basis for the development of social enterprises over time. The first forms of this model, now recognized as social enterprises, were the social cooperatives that emerged at the turn of the 1970s and 1980s. As of 2017, a legislative decree defines the status of social enterprise, and social cooperatives and their consortia gain the status rightfully. The Italian context held most of the tests, involving three social cooperatives in the Piedmont area. The reported evidence showed the ability of the Systo to adapt to enterprises with different sizes and ranges of services. In two cases, the working groups were composed of staff from the management and administrative area, while in one case, people from the operational level were involved. In the groups characterized by a team with greater responsibilities and decision-making possibilities, the discussion of the issues of analysis proposed by the tools fostered comparison moments in which the identity of the enterprise was analyzed from several points of view and then arrived at synthesizing a shared vision; especially regarding the definition of objectives (social, environmental and economic) and communication alignment between managers of different sectors.

In the case of the cooperative that involved people from the operational level, both the carrying out of the tools and the results were different. During the compilation of Systo, the designer's contribution as a mediator and facilitator of the process was crucial, especially when approaching elements such as defining the business model, describing the impacts generated by the cooperative's activities, and describing the organizational structure. However, the result of the interpretation provided by people who do not routinely deal with management issues restored the enterprise's knowledge of which internal and management aspects need to be better communicated to its members. Furthermore, the test experience meant an important interaction for employees who said they had never had moments of discussion on issues related to the enterprise and its activities. This trend emphasized several times during the workshops is evidence of the real added value that Systo tools can bring during paths of internal analysis and business reorganization, keeping people at the center of the enterprise and making them more aware of their role within it.

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8.3 Valuable outcomes

The outcomes provided by the case studies show that the integration of the systemic approach contributed to the creation of shared knowledge related to the governance and organization of the enterprise that enables the definition of actions and strategies with a view to improvement, thus supporting the ability of enterprises to move with awareness in their environment and to have living tools to support internal changes without distorting their identity. Furthermore, the outcomes presented a mode of analysis that can activate co-participatory processes and stimulate the definition of new ways of working and management, which implies sharing knowledge and experience. From this viewpoint, the applied systemic perspective to the social enterprise model supports and encourages the adoption of a democratic and participatory model that creates iterative outcomes by generating shared value that will be the basis for sustainable development. Indeed, this thesis also defines the role of the systemic designer in the process of organizational analysis and co-design by providing a mediating space between the

needs of the enterprise and those of its members, moreover, by making available skills and knowledge for goal setting for identifying new internal and external synergies and for achieving lofty objectives, such as those inherent in the social mission. The Systemic Design applied to the social enterprise model by organizational implementation differs quite a bit from its application in other contexts such as agriculture, healthcare, and education. The Systemic Design implemented in this way allowed the capacity for holistic analysis to be applied to multiple spheres of the enterprise while maintaining the focus on achieving sustainable development. In this study, the role of Systemic Design is found at the intersection of enterprise and people development related to it by unveiling the hidden capabilities and knowledge that support the creation of new modes of governance and new strategies. In this sense, the interdisciplinary framework allowed the approach to be enriched by considering elements that can relate to multiple stakeholders and stimulate them to open their vision concerning the enterprise; during the analysis process, the designer helps the participants to expose their vision regarding the enterprise and to activate themselves to actively participate in its development, while stimulating a systemic leadership style.

8.4 Research limitations and future perspectives

The main challenge to be overcome in the study was defining the time required to unfold the tools. Because the instruments require a high degree of interaction, the time needed for their completion has an increased range of variability that makes it difficult in many cases to ensure full completion during a single session of meetings. Indeed, workshops with case studies showed that sustaining at least two meetings would be necessary to fully develop the content and conclude the analysis. However, requesting such willingness from the enterprises that volunteered for the tests was complicated, and only in one case was it possible to agree on a second meeting that allowed all the instruments to be completed. The second critical aspect is related to the availability of data from each enterprise; in fact, only in one case was there

a history of data on organizational and management practices. While in the remaining cases, internal information was kept from the designer. This aspect should be considered since the holistic view implies extensive data collection involving internal elements of the enterprise and its employees, without which the return to the subject is likely to lack elements. For example, the number of employees versus the composition by gender, age, education, and origin, the company's turnover rate, absenteeism, and sickness rates. This information is important in post-analysis evaluation, as the results to which the tools lead and the choices made by the participants can be evaluated according to specific criteria that are expressed by the enterprise's performance and the employees' behavior. Connected from this point is another limitation of the present research whereby actual internal implementations applied due to using the tools could not be evaluated. Although the evidence concerning the real contribution that the Systo can make in supporting an analysis aimed at internal enterprise improvement was collected, there needed to be more time to be able to define how to apply these improvements and evaluate the results. Another critical factor that characterized this research was the low variety of types of social enterprises with which the tools were tested. Especially in the Italian context, the cooperatives with which the tests were carried out were all of type B. This factor, on the one hand, made it possible to demonstrate that for this type of social enterprise, the Systo work and have a positive response. But on the other hand, it was impossible to test them with different types of social enterprises, such as type A cooperatives, foundations, associations, partnerships or non-profit corporations.

The contribution of this examination lies in the activation of co-participatory processes of organizational implementation for social enterprises. However, much more research is needed; the following recommendations for future academic and professional opportunities have emerged from the research project:

- To allow sustainable development in line with social aims, enterprises must promote an open approach towards members and sustain the creation of intertwining moments among different levels to foster an exchange of helpful information to determine future action plans

- Systemic tools (Systo) could be applied in different contexts and occasions both for accelerator pathways and reorganizational aims, and they could be an added value in helping people to empower themself and actively contribute to an enterprise's flourishing

- This thesis reveals the possibility of applying SD to a firm's organizational and managerial sphere by adopting a collaborative and inclusive approach based on a systemic paradigm shift. With these assumptions, the participatory processes activated thanks to the Systo and the designer's contribution have proven to be central to supporting the creation of shared strategies. Furthermore, thanks to these participatory processes, it was possible to combine a top-down and bottom-up approach to deliver a vision of the enterprise and a new strategy in line with the social identity that distinguishes it. Therefore, if this approach and its methods were implemented at all levels of the enterprise, it could be possible to arrive at a resilient and autopoietic business model capable of adapting to changes in both the internal and external environment. In order to further enhance its ability to assist social enterprises in creating dual values, it would be helpful to conduct additional experiments with Systo. These experiments would also provide insight into the extent to which the tools can support enterprises within contextual constraints.

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Annexes

Annexes

The Annexes are an important resource offering additional information related to the research. This includes the materials used to gather data during workshop sessions, completed Systo tools for each Social Enterprise involved, the logic framework for Systo tools, corresponding theory elements to develop interdisciplinary framework, the analysis sheets on existing toolkits and the business model canvas. The information in the Annexes is vital to comprehending the research findings and is an essential reference for future work in this field.

Annexes

Informed consent for qualitative research projects

The research project:

Title: Systemic Design Tools for Social Enterprises - Systo

Project manager and Responsible Iinstitution: Caterina Rosini, Politecnico di Torino (Italy)

Brief description of the research project:
My research project aims to design specific tools for Social Enterprises closely linked to a process of internal reorganization.
To design and develop the tools, I adopted Systemic Design, an approach that creates empathy and for which individuals are at the center of the processes. Systemic Design unveils the hidden value of human and material resources by creating new relationships and synergetic links to foster the sustainable development of an organization. Furthermore, the implementation of organizational changes based on people and knowledge can foster innovation within the enterprise, maintaining its social mission and strengthening its ability to overcome market instability.

Benefits of the project:
The result of the social enterprise will be to gain a deeper understanding of the dynamics that drive work activities. Furthermore, the process will make it possible to find new co-participated solutions to common organizational and management problems.

Contact person (name, email, telephone):
Caterina Rosini
caterina.rosini@polito.it
+39 3382259141

Participation in the project includes:

4-hour workshop to test the tools for organizational analysis and implementation of social enterprise. Participants agree to be recorded (audio-video recording) and subsequently transcribed, and the images used for research purposes.

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<u>Voluntary participation</u>

Participation is voluntary, and there is no monetary remuneration. You may withdraw your consent to participate in this research project at any time, without giving any reason or incurring any disadvantages.

<u>Confidentiality and anonymity</u>

Confidentiality is guaranteed for all data collected as part of this research project. No personal information will be disclosed to persons not part of the responsible research team. Collected data may only be published anonymously so that the person, family and place of residence cannot be identified. Collected data will only be published anonymously, i.e., without your name or address.

<u>Further use of data</u>

I consent to my data being anonymously stored in the Politecnico di Torino database to be used exclusively for scientific purposes.

With my signature, I confirm that the project leader or contact person has answered my questions and that I have read and understood the terms of this consent and participate in this project voluntarily.

<u>Participant</u>

First and Last Name:

Place, date, signature:

<u>Project manager/contact person</u>
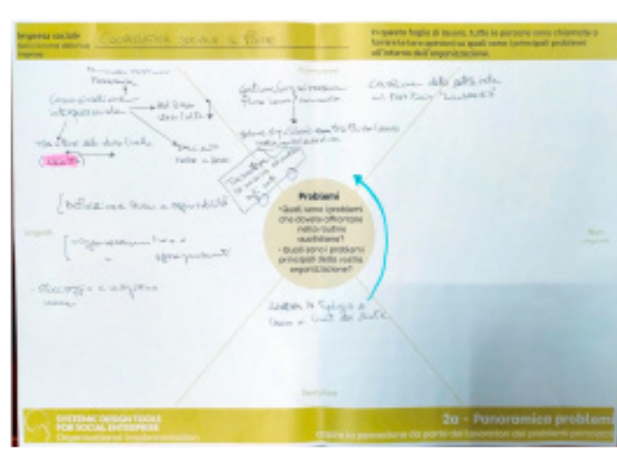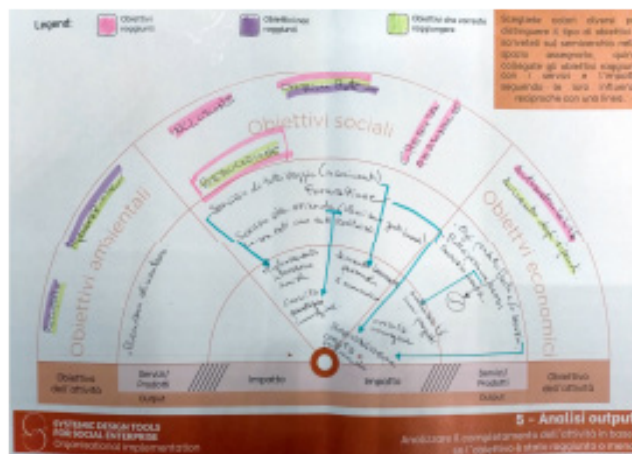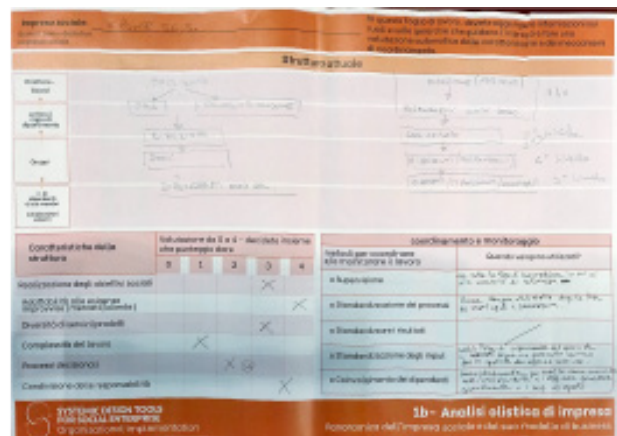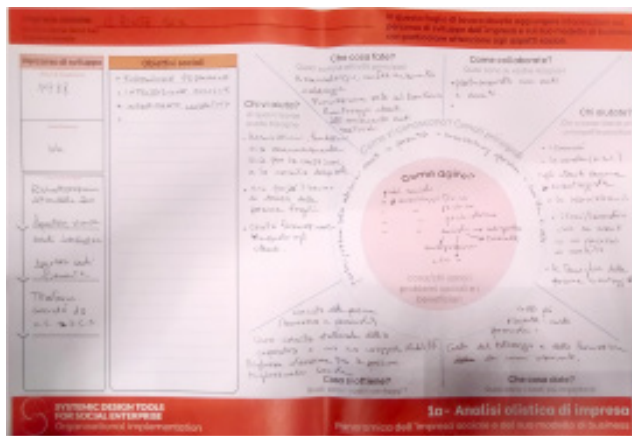
First and Last name:

Place, date, signature:

Participants will receive a copy of the signed consent.

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INPS! Systo tools completed
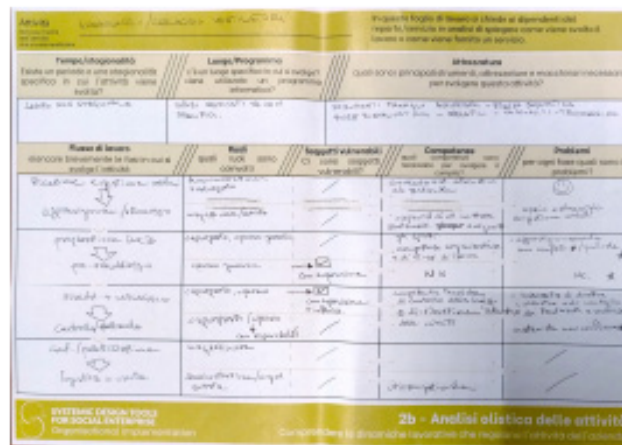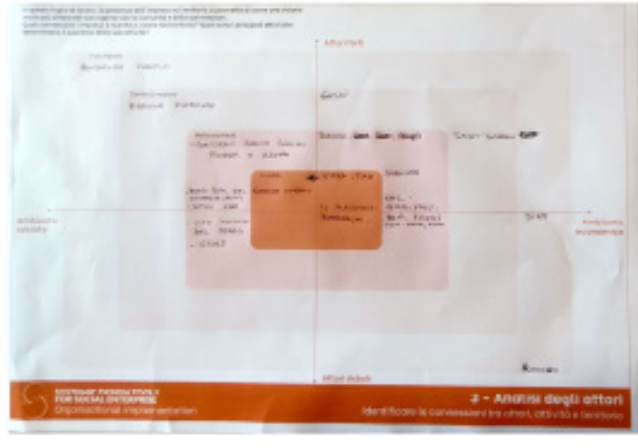
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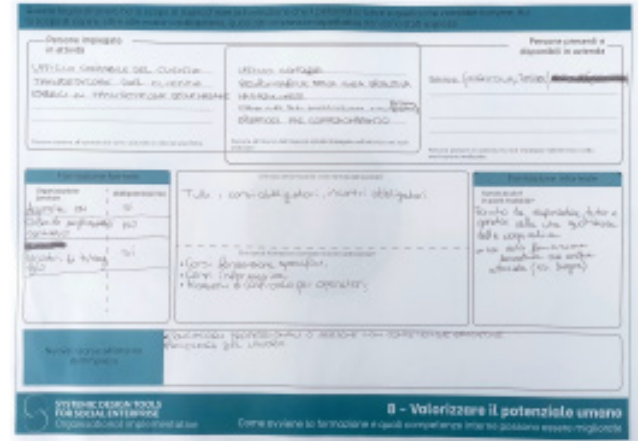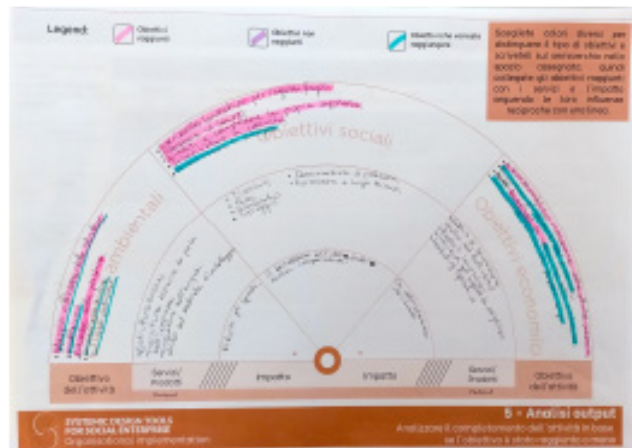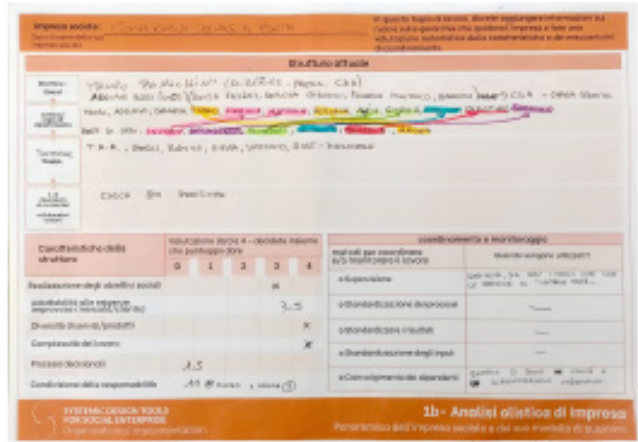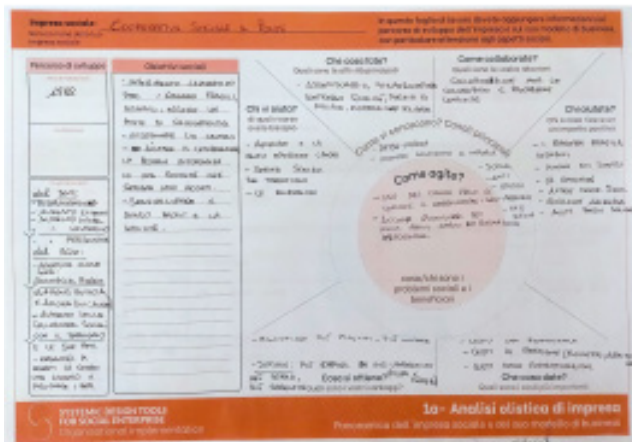
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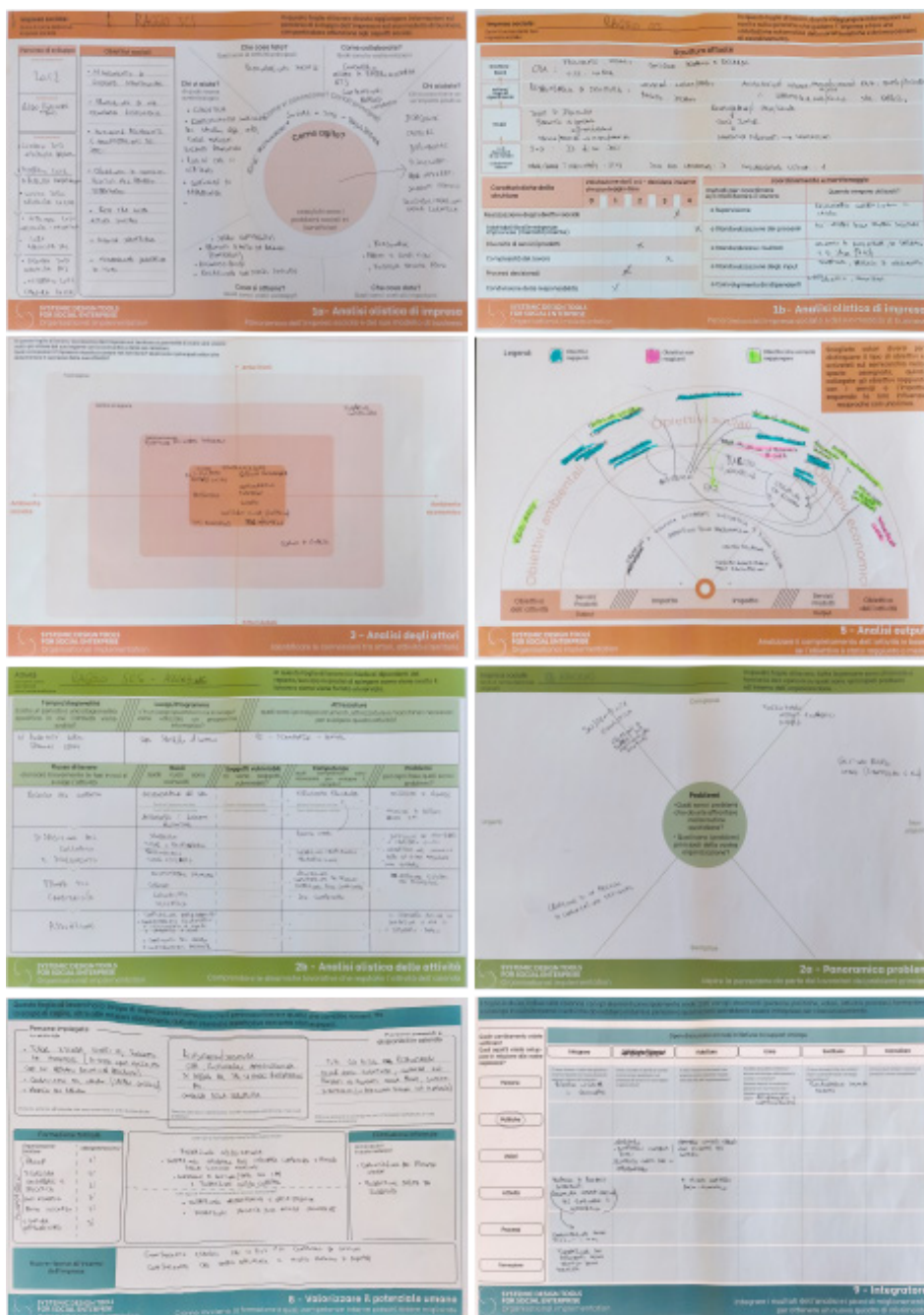
Il Raggio - Systo tools completed

Il Sogno - Systo tools completed
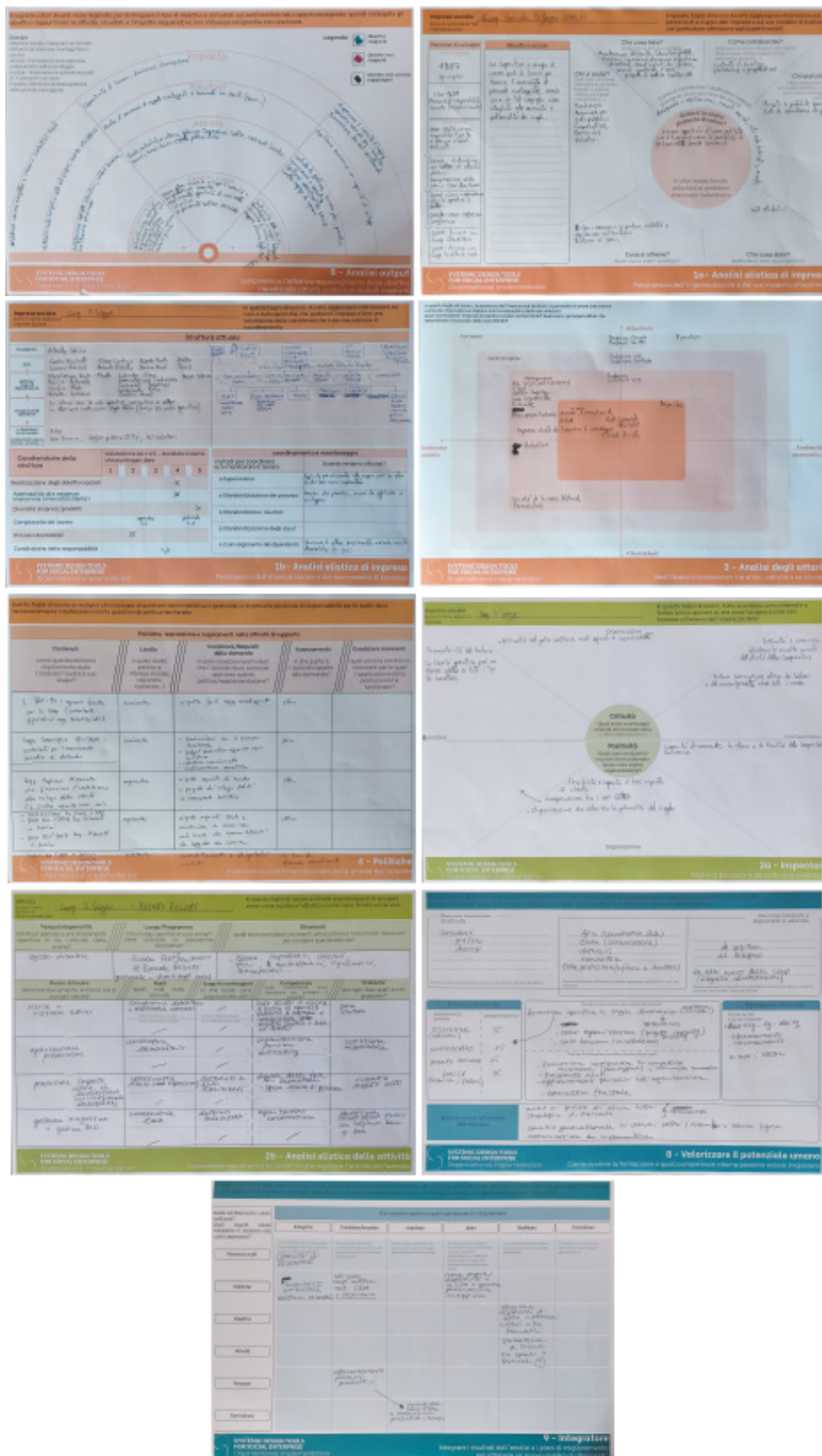
	TOOLS SUMMARY	INDICATORS	MEANS OF VERIFICATION
GOAL	Fostering organizational innnovation through inclusive and co-participated processes	•overall satisfaction •perceived effectiveness •organizational changes •new strategies	•measured qualitatively by observing tool completion and final feedback •type of organizational changes enterprise will plan to adopt •n° of strategies co-designed during the tools completion
OUTCOME	Improve people's participation within enterprise; optimize workflows and communication alignment Support an increasing on work commissions and foster more independence from public body	•people acquiring new skills •new roles in enterprise •differentiation in work orders	•percentage of people who will made a change of role/functions in their career •comparison of work orders between the two latest budget reports •n° of work orders per client type
OUTPUTS	Ensure effective social mission results on territory Enhance a systemic development Promote a holistic analysis of the enterprise and its activities.	•job placements carried out •informal training periods activated •new members •collaborations on the territory	•comparison of job placements between the two latest social reports •n° of new informal training •n° of new members •list of implemented partnerships by type of organisation
ACTIVITIES	Run the tools involving people from administrative and operational areas	•meetings held •people who actively participated and their social identity • intention to replicate the instruments within other sectors/sub-groups	•n° of meetings held •n°of people per differet areas of enteprise who participated to toolkit completion •n° of sectors/groups involved

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	RISK	IMPACT 1-5	RISK MITIGATION
GOAL	•low interest in enhance organization •low democratic attendance in co-participated activity		•understand if disinterest is due to loss of time or other factors •communicate the goal and timeroad of tools process, ensuring to reach the totally of employees
OUTCOME	•people cannot deal with the change of role or career advancement •internally acquired skills are not sufficient to increase the entry of new work orders •scarsity of human,material, and economic resources		•avoid to dictate a new role from top-down instead provide time and knowledge to take shared decision •provide different type of training to employee who interface with clients and support them to improve relationship skills •analyze in deep enterprise environment and possibilities to find opportunities
OUTPUTS	•identity and value of members misaligned with enteprise's ones •low propensity to collect and disseminate data •no good relationships with other companies		•frame people values and expectations towards enterprise identity and mission •optimize the data collection to obtain more information from interviews and observations •understand burocratic dyamics that regulate work commissions acquirement
ACTIVITIES	•low percentage of people involved and low differentiation among roles •no time to spend in toolkit activities •cultural barriers (language, education..)		•set different time to conduct tools test and if necessary repeat it more than once to face various needs •foresee multilanguage for tools materials and where possible involve someone to mediate. Design tools following different target groups

Frameworks actions	Purpose/focus on	Actions organizational change levels	Analysis levels tools
Change			
shared vision of transformation	**Sustainability and valuable impact**	**Organizational level**	**Organizational level**
participatory purpose		• output/input resources: Holistic analysis based on: culture, demography, economic and organizational data types.	Focus on your organization within a territory and try to understand if:
mental models		• valuable results: identify and assess environmental, social and economic benefits in relation to current and future scenarios	• the enterprise meets the needs of its territory and stakeholders
alternative leadership			• the mission of the company is in line with the values of its staff
			• priority is given to local resources and businesses over external ones
			• what the company produces has a positive impact on the territory and the community
Knowledge			
self contained teams	**Resilience and innovation**	• self contained teams: improvement, application and externalization of knowledge. At individual level recognition of patterns and/or possibilities stemming from personal experience. At the group level developing shared understanding amongst members	**Groups level**
dynamic and flexible transfer		• dynamic and flexible transfer: supporting provision of task information, know-how, and feedback regarding a product/service or procedure; implement a flat and decentralized structure to enable these processes	Focus on a specific topic of your organization wish you want to transform in the next future and share with people
knowledge conversion		• learning structure: Two sources of learning, the internal one as formal training, educational activities, informal training throught job rotation, free access to mangerial and informative services. The external source includes agreement with private and public companies to share experiences and competencies	es. • division of labour • turns • taking charge of work • personnel management • routines • self-expression • transparency
creating knowledge			Create an eclectic and shared vision of future based on present possibilities
social interaction			

Individual level

What aspects do you think are important to create a healthy and inspiring work environment? Try to define:

• what of your competencies do you think could be useful for other colleagues and what competencies and experiences do you wish to learn from your colleagues

• what competencies do you think should learn you or your colleagues to implement the work?

• what is your function related to organizational mission? is it satisfying for you?

• how your behaviour influence organization or colleagues work?

• What are the organizational aspects you would like to better understand and why

• fair allocation of resources:
identify criticalities and opportunities within production and business cycles and define new solutions

• mental models:
activating people at different levels to actively contribute to a co-participated change process. Incentivate debate, discussion, thought's diversity and group learning

• knowledge conversion:
creating and converting knowledge through 4 main processes of externalisation, socialisation, internalisation and combination

• social interaction:
The most important characteristic is the sharing:
Social network strategies;
Assign team work;
team-based/cross-training;
support open communication and mutual respect

• collaborating and empowering:
individuals can feel confident to experiment on their work and experimentation informal training through job rotation and self-directed learning teams, open access to statistical data and management information systems

• dialogue and joint actions:
explaining, through words and/or actions, of an insight or idea to one's self and to others. This process goes from the preverbal to the verbal, resulting in the development of language and communication.

• new synergies:
stimulate a paradigm shift towards a more sustainable and equitable environment based on the value of people and their relationships

Empowerment and integration

Learning

collaboration and empowering

dialogue and joint actions

learning structure

Systemic

input/output resources

fair allocation of resources

shared values

valuable results

new synergies

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SYSTEMIC DESIGN TOOLKIT

Designed by	Namahn and shiftN and Systemic Design Association	**Time**	half day		
Lead by	a designer / a team member	**N° Step**	7		
Performed by	members of a team project collegues	**Materials**	Canvas + guide		
Origin country	Nord America (Canada)	**Year of reference**	2016		

Elements of analysis

Long-term trends, current system, emerging initiatives, relationships, qualitative/quantitative variables

Purpose

co-create interventions to tackle organisational and societal complexity.

Systemic Design Toolkit Guide

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STEP 1

RICH CONTEXT
Framing the system
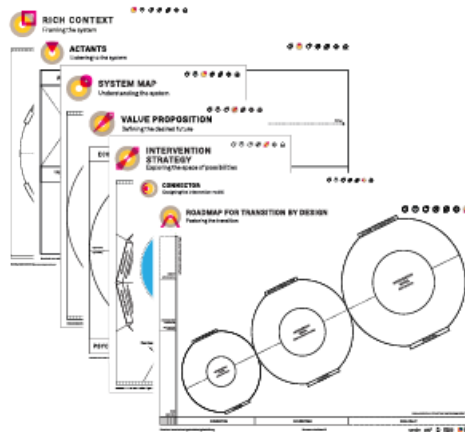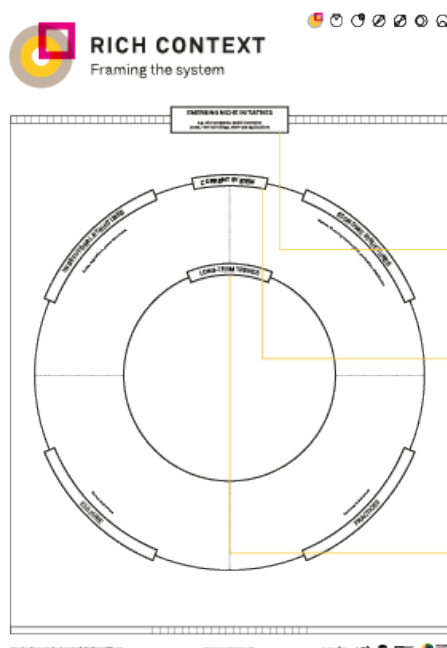
Purpose

Framing the system
setting the boundary of the system in space and time
identifying hypothetical parts and relationships

What are the alternative ways of doing or dealing with that issue

What are the established ways of doing
e.g. cultural and social norms, rules, practices, infrastructure, existing networks, relations

What are the trends affecting the issue
e.g. climate change, population growth, ageing, resources depletion...

Materials

Rich context template
sticky notes
markers

Difficulty

medium-high

STEP 2

Materials

interview notes
actants template
markers
pictures

Difficulty
high
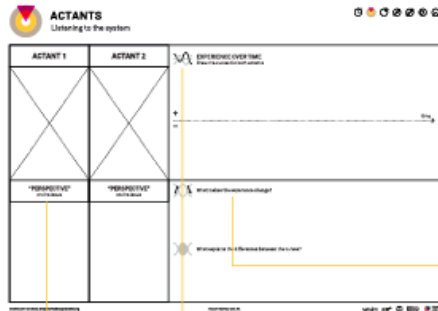
Purpose

field and desk research to discover
how interactions lead to system's
behaviour.

Analyse the curves separately and try
to define qualitative/quantitative
factors/variables that influence the
change in experience

Draw the archetypical experience for
each actant – Negative and positive
emotions

Study a relationships between two roles
and their perspectives on the issue

STEP 3

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Materials

system map template
interview notes
actants
sticky notes
markers

Difficulty

high

Purpose

Understand how the variables and
interactions influence the dynamics.
Identifying the leverage points

Identify casual loops and draw them
around the "ideal future"

Writing the ideal relationships between
two actants identifying
qualitative/quantitative variables

STEP 4

VALUE PROPOSITION
Defining the desired future

ECONOMICAL   ECOLOGICAL

PSYCHOLOGICAL   SOCIAL

Materials

value proposition
template
sticky notes
markers

Difficulty

medium – high

Purpose

Helping the stakeholders articulate the common desired future and the intended value creation

Write down the benefits that your interventions will provide at societal level

Write down the benefits that organisations/the ecosystem will get

Brainstorm on the benefits you want to provide for the single individuals

STEP 5

INTERVENTION STRATEGY
Exploring the space of possibilities

Materials

intervention template
sticky notes
markers
connectors

Difficulty
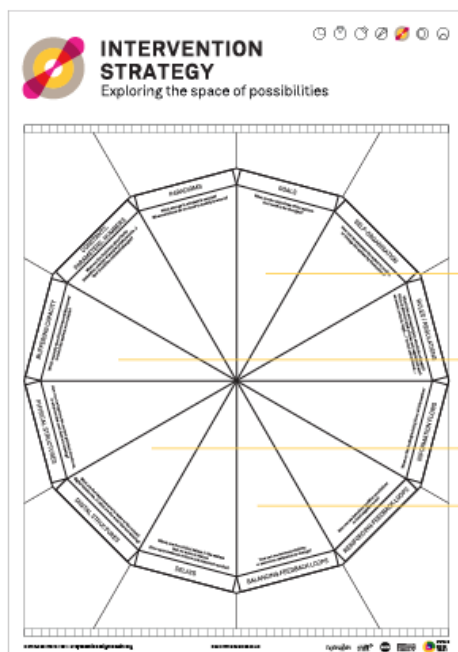
medium – high

Purpose

Exploring possible ideas for intervening on the leverage points

Think about possible interventions to tackle your challenges. Stick your idea in the related area of the canvas

STEP 6
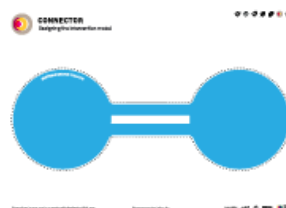
CONNECTOR

Looking at how interventions connect and reinforce each other.

Which of those can reinforce or enable each other?

STEP 7

Materials

road maps template
sticky notes
markers
intervention model

Difficulty
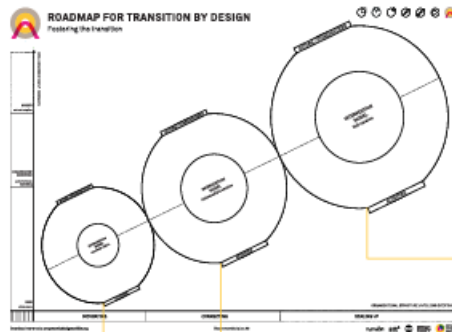
medium – high

Purpose

Defining how the interventions will mature, grow and be adopted in the system

write how your interventions can become an established practice in the current system and reach the large public

write the name of people/organisations to connect and the activities you need to create learning networks

Describe the minimal version of the activities you plan to implement, along with the actors involved

PLATFORM DESIGN TOOLKIT

Designed by	Boundaryless SRL	Time	4-6 hours	**Elements of analysis**
Lead by	no specified	N° Step	8	entities as partners, peer producers and consumers, external stakeholders, platfomr owners; roles; values of exchanges;channels;services
Performed by	entrepreneurs, managers, designers and founders	Materials	Canvas + user guide + digital canvases on Miro	**Purpose**
Origin country	Italy	Year of reference	2013	helps teams craft ecosystem-based platform strategies that are highly scalable
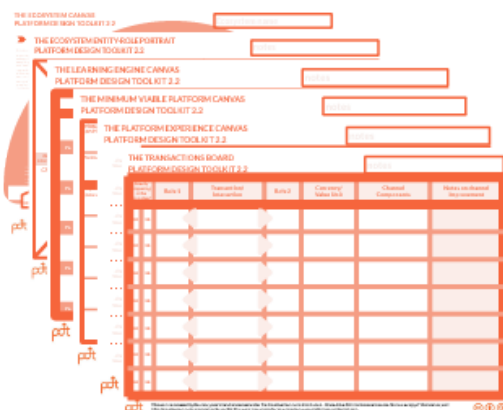
The**PLATFORM DESIGN TOOLKIT USER GUIDE**

STEP 1

THE ECOSYSTEM CANVAS
PLATFORM DESIGN TOOLKIT 2.2

▶ EXTERNAL
STAKEHOLDERS

Ecosystem name

PEER
CONSUMERS   PEER
PRODUCERS   PARTNERS   PLATFORM
OWNERS

Materials

Pre-ecosystem
canvas
sticky notes
markers

Difficulty
medium-high

Purpose

Identify what entities are
already exchanging value in
the ecosystem you want to
shape

All the actors dealing with
the regulation and control of
platform strategy on a local
basis.

This category refers to the "owners" of the Platform. Owners are those
ultimately responsible to ensure that the platform strategy exists and
evolves.

professional entities – individuals and SMBs, most of the time – that seek
to create additional professional value and to collaborate with platform
owners

entities – most of the times individuals – interested in providing value
on the supply side of the ecosystem/marketplace, usually seeking for
opportunities to improve their professionality.

entities interested in consuming, utilizing, accessing the
value that is created through and on the platform.

STEP 2

THE ECOSYSTEM ENTITY-ROLE PORTRAIT
PLATFORM DESIGN TOOLKIT 2.2

notes

PERFORMANCE
PRESSURES   ACCESS & REACH GAINS   VALUE GAINS

CONVENIENCE GAINS

ASSETS
POTENTIAL THAT   GAINS
COULD BE LEVERAGED   SOUGHT
CAPABILITIES

CURRENT GOALS

Materials

sticky notes
markers

Difficulty
medium-high
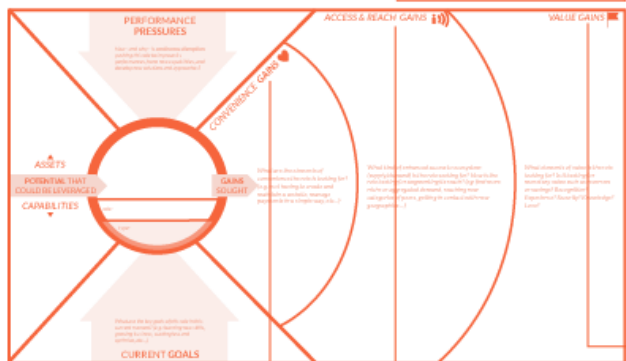
Purpose

Deep picture of each
entities-roles': what's their
context, what they're trying to
achieve, with whom and how
they're trying to connect, what
potential they can express

element of value that the role is looking for

should help you explore what dimensions are
important, inside your ecosystem, for entities to get
in touch with the niche they're looking for.

are all about any "easier, faster, cheaper" way to
do things as compared to the current situation of
the entity-role.

STEP 3

THE ECOSYSTEM'S MOTIVATIONS MATRIX
PLATFORM DESIGN TOOLKIT 2.2

Materials

the ecosystem canvas
sticky notes
markers

Difficulty

medium-high

Purpose

analyze entities potential to exchange flows of value; map what kind of value exchanges the entities are performing already (or trying to), and what additional type of value they might exchange if properly enabled

Start by analyzing the value flows between entities of a different type, then move into the same entity types (middle diagonal).

Put your selected entities in the same order on the 1st row and column

STEP 4

Once you have your Entity-Role Portraits and Motivations Matrix ready, it's time for you to start focusing in depth on what part of the strategy you want to first develop

STEP 5

THE TRANSACTIONS BOARD
PLATFORM DESIGN TOOLKIT 2.2

Materials

motivation matrix
completed canvas
sticky notes
markers

Difficulty

medium-high

Purpose

map how your ecosystem is currently exchanging value (focusing on the entities and the relationships you decided to prioritize), and you envision how your platform strategy can help them transact value in an easier, cheaper and faster way by providing, and curating channels and contexts that will make interactions and transactions more likely to happen.

enumerate all the elementary, atomic transactions you can see already happening in the ecosystem, as well as the ones that may happen if facilitated enough.

Identify the relationship you're exploring and try to focus on one relationship at a time.

STEP 6

THE LEARNING ENGINE CANVAS
PLATFORM DESIGN TOOLKIT 2.2

notes

	ENTRY ROWS	ONBOARDING THE PLATFORM	GETTING BETTER ON THE PLATFORM	CATCHING THE NEW OPPORTUNITY
role Pe PP PC				
role Pe PP PC				
role Pe PP PC				
role Pe PP PC				
role Pe PP PC				

Materials

sticky notes
markers

Difficulty

medium-high

Purpose

design a step by step process made of support/enabling services that will help your entities embrace your platform strategy.

exploring how entity-role evolve through the three steps (ONBOARDING, GETTING BETTER, CATCHING NEW OPPORTUNITY);

After that, imagine how there could be an evolution between different entities-roles: how can a consumer become a producer? How can a peer producer (less strategic) become a partner (more strategic)?

What do Roles/Entities need to improve and what pressures are they facing?

What is the value provided by the platform owner?

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STEP 7

THE PLATFORM EXPERIENCE CANVAS
PLATFORM DESIGN TOOLKIT 2.2

notes

EXPERIENCE NAME

INVOLVED ROLES

A - Core role

Value Proposition for Core Role

BUSINESS MODEL ELEMENTS

Platform Activities | Platform Resources / Components

Value Provided / Cost

Value Captured / Revenues

Materials

Transactions board canvas and Learning engine canvas
sticky notes
markers

Difficulty

medium-high

Purpose

assemble the elements emerged from the Transactions Board(s) and the ones emerged from Learning Engine Canvas. You will then reflect around the sustainability model of this experience, thus covering the basic elements of Business Modeling, you will think at what resources and components you will have to set in place and manage in order to deliver this experience, and how you will extract value from it.

Give the experience a name, choosing the entity of which you're using the point of view (core entity)

Describe the Value proposition as something that resonates with the Entity-Role Portrait of the core entities-roles

Channel: where two entities interact, Touchpoints: where the entity interacts with the platform.

STEP 8

THE MINIMUM VIABLE PLATFORM CANVAS
PLATFORM DESIGN TOOLKIT 2.2

notes

MVP BASE

Materials
sticky notes
markers

Difficulty
medium-high

Purpose
extract the riskiest assumptions in your strategy, and you'll set experiments and metrics to validate them with your ecosystem.

Start by defining what are the experiences you want to feature in the MVP.

Start always by looking at what you have: you may have some resources ready that you can easily combine in an MVP, or just leverage on (eg: a list of contacts)

Enumerate the assumptions with your team and only after you've listed them all, try to identify the riskiest!

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Community Toolkit
www.communitytoolkit.it

Designed by	Community economy	**Time**	not specified
Lead by	no specified	**N° Step**	6
Performed by	entrepreneurs, managers, designers and founders, social enterprise, cooperatives	**Materials**	Canvas + information guide within the site
Origin country	Italy	**Year of reference**	not specified

Elements of analysis
Actors, characteristics, roles, responsabilities, activities, channels, opportunities, motivations

Purpose
activate, prototype, growth and develop a community of clients, suppliers and/or workers

STEP 1

Materials

markers

Purpose

identify who can and cannot participate in the community and where to meet potential members.

Difficulty

medium

definition of the value proposition of the project/product/service.

to identify the categories or groups of people to which you intend to open or not open the community, one group for each sector, trying to go into as much detail as possible

the "criteria" (which can be territorial, economic, age, types of habits, you name it!) will help you to characterise the group identified.

understanding where to "find" that group with those particular characteristics, i.e. how to select it

STEP 2

Materials

reference, markers

Purpose

Identify the main roles within the community (potential or existing roles) and the proposing party, defining the responsibilities and activities for each.

Difficulty

medium-high

On the right hand side it will be possible to break down each category into its own responsibilities and activities

those who use the service passively without producing value for the community.

those who have actively joined the community and produce value for it

those who use the service repeatedly and have a role in the community

those who are a real point of reference for the organisation and who co-participate in its construction.

The further away from the centre the roles are, the more people become part of that band.

STEP 3

Materials

markers,
provocateurs

Difficulty

medium-high

Purpose

aims to provoke, i.e. trigger, the next action to be taken to activate or reactivate your community (start it up, make it grow, improve aspects of it,...). Short-term and sufficiently realistic objectives are identified, and then an action is defined which aims to achieve one or more of these objectives: an action which is punctual, concrete and achievable in a short time.

a semicircle with 4 segments which helps reflectiong on what you have at your disposal and what goals you can reasonably set yourself

definition of the next action to be taken to achieve them.

identify the resources available and those needed to achieve the objective(s)

the objective(s) considered to be a priority or more easily attainable

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STEP 4

Materials

the provocateur canvas, markers

Difficulty
medium-high

Purpose

Evaluate the actions taken to provoke the community. Starting from the objectives and the action outcome of the Provocateur tool, we will define evaluation parameters and keep track of what happens during the provocation, and then draw conclusions that will become the basis for defining the next action, thus returning to the Provocateur.

define the expected results, then what to measure and when and finally how

during and after your provocation, report the actual results in the last column on the right.

report the objectives and the action outcome of the compilation of "The Provoker"- making explicit how we want to stimulate community activation or change and why.

"evaluation". Have I achieved my goals? Which ones should I continue to work on? How can I treasure the unexpected?

STEP 5

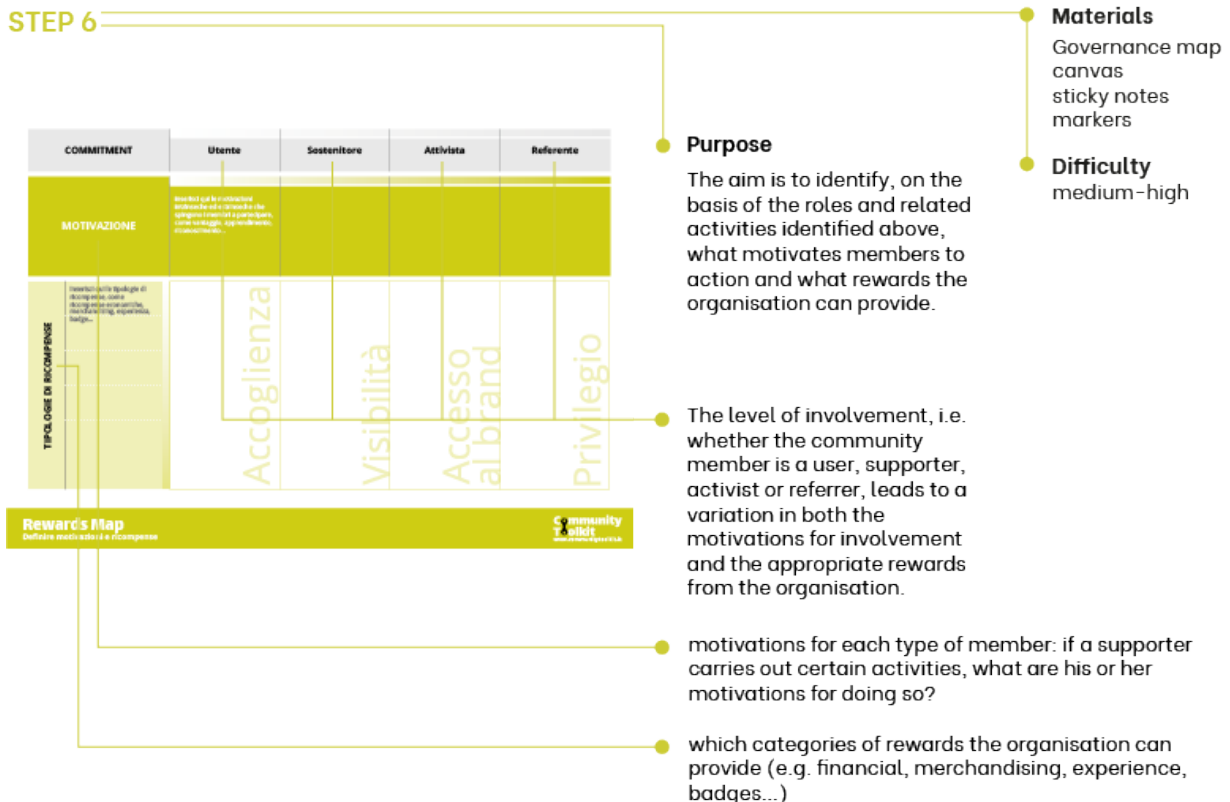| Processi	Peso 100% tot	Touchpoint digitali		Touchpoint fisici	
		Canali	Persone	Momenti	Persone
Assistenza	%				
Comunicazione	%				
Conversazione	%				
Ascolto	%				

Touchpoint Map
Definire canali e momenti di relazione

Community Toolkit

Materials
markers

Difficulty
medium-high

Purpose
Identify, weigh and plan the 4 main processes that constitute the relationship between the community manager or organisation and the community.

unambiguous communication, direct from the organisation to the community, to share information or content

conversation, in which an exchange takes place and the first contact is not necessarily stimulated by the organisation

support for solving problems related to the service or project and for allowing community members to grow

listening, whether spontaneous or stimulated to capture needs, novelties, dissatisfactions, new projects, community feedback.

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STEP 6

COMMITMENT	Utente	Sostenitore	Attivista	Referente
MOTIVAZIONE				
TIPOLOGIE DI RICOMPENSE	Accoglienza	Visibilità	Accesso al brand	Privilegio

Rewards Map
Definire motivazioni e ricompense

Community Toolkit

Materials
Governance map
canvas
sticky notes
markers

Difficulty
medium-high

Purpose
The aim is to identify, on the basis of the roles and related activities identified above, what motivates members to action and what rewards the organisation can provide.

The level of involvement, i.e. whether the community member is a user, supporter, activist or referrer, leads to a variation in both the motivations for involvement and the appropriate rewards from the organisation.

motivations for each type of member: if a supporter carries out certain activities, what are his or her motivations for doing so?

which categories of rewards the organisation can provide (e.g. financial, merchandising, experience, badges...)

Design method toolkit

Designed by	Digital Society School – Amsterdam University of Applied Sciences	**Time**	specified in every single cards - From a minimun of 2 hours to a maximum of 1 week	**Elements of analysis**	roles, users, intentions
Lead by	team head	**N° Step**	8 - 58 cards in total		
Performed by	team members	**Materials**	Cards with instructions + user guide	**Purpose**	helps teams divide and assign tasks between team members.
Origin country	Netherlands (Amsterdam)	**Year of reference**	not specified		

SHEET CARDS 1

Materials
Cards
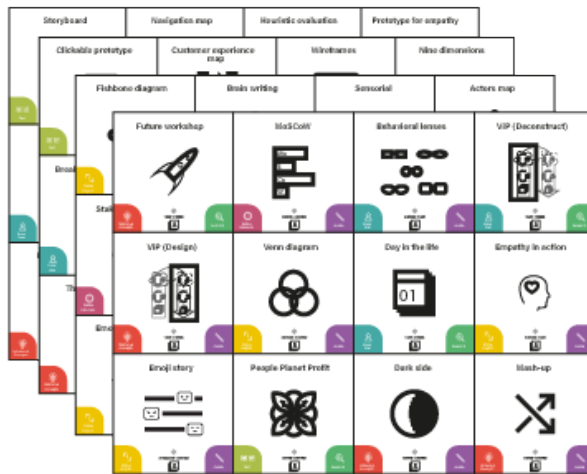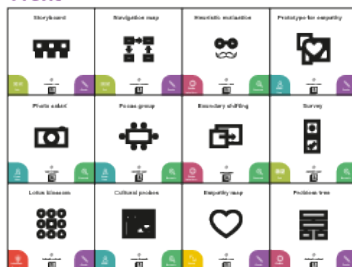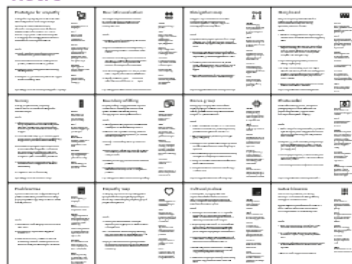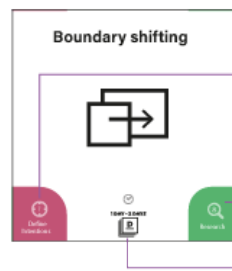
Purpose
Identify the problems outside of the boundary of the system and discover solutions

Difficulty
medium

Front

Retro

e.g.

Boundary shifting

- selection of category depending on the stage the project is in, you might have different goals
- part to identificate the methd to follow: research/create
- estimated duration
- short description
- recomendations about how to apply the method in stages
- task to be divided between team members and define responsabilities

Designed by	IDEO	**Time**	specified in every single methodology phase - From a minimun of 1 hours to a maximum multiple weeks	**Elements of analysis** roles, users, intentions
Lead by	generally a designer	**N° Step**	3 main phases - 57 methods as set of exercise and activities	**Purpose** use Human Centered Design approach to unlock real impact in social enterprise sector
Performed by	design teams; key stakeholders, partners	**Materials**	Field guide	
Origin country	not specified	**Year of reference**	2009	

A SHEET IN IMPLEMENTATION

Materials

Pens, post-it, paper, calendar

Difficulty

medium

e.g.

Purpose

create a plan for how you're going to implement the idea/project

description of the phase and its methodology

number of steps you have to accomplish to complete the phase

information about time of resolution, difficulty, materials and participants

ANALYSIS OF TOOLKITS AUDIENCE

The Community toolkit

Platform Design toolkit 2.2

Field guide to Human Centered Design

Systemic Design toolkit

The Design Method toolkit

Purpose

- Assign tasks in team
- Create innovative solutions
- Create platform strategies
- Develop a community
- Tackle organisational and societal complexity

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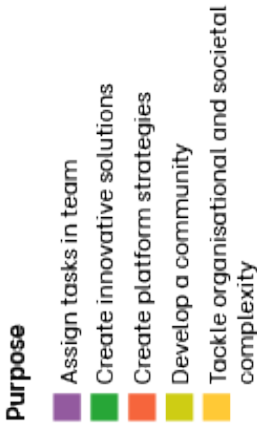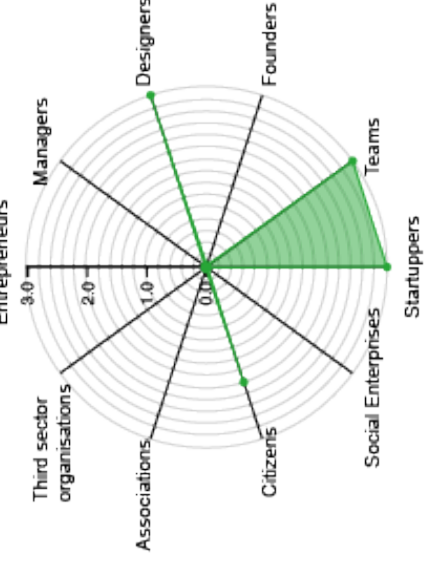
Flourishing Business Canvas℠

Designed by	Antony Upward, professor at OCAD University (Toronto)	**Time**	not specified		
Lead by	no specified	**N° Sheet**	16		
Performed by	strategy consultants, startup coaches, leaders of established organizations, entrepreneurs	**Materials**	Canvas		
Origin country	Nord America (Canada)	**Year of reference**	2014		

Elements of analysis

environment elements(resources, ecosystem services); Society (value, benefits, relationships, stakeholders), Economy (process, value, cost, channels)

Purpose

co-create business model that enable enterprise' future viability and sustainability - as-flourishing. Empowering enterprises towards flourishing innovations
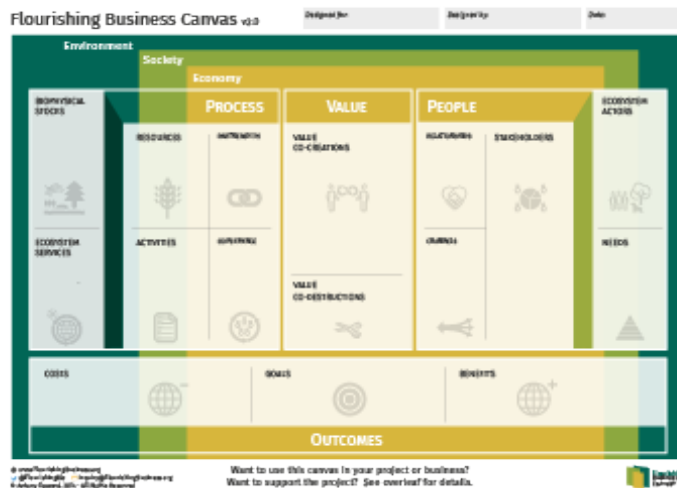
The Flourishing Business Canvas: A tool to think through all the aspects of a business to create the possibility for flourishing - financially, socially and environmentally

defining the full context of an enterprise:
Environmental = physical, chemical and biological
Society = social and technological
Economy = monetary

defining what does an enterprise do now and in the future

defining who does an enterprise do it to, for and with

Flourishing Business Canvas v2.0

Designed for: Designed by: Date:

Environment
Society
Economy

| PROCESS | VALUE | PEOPLE | ECOSYSTEM ACTORS |

BIOPHYSICAL STOCKS

PARTNERSHIPS RESOURCES

VALUE CO-CREATIONS

RELATIONSHIPS STAKEHOLDERS

ECOSYSTEM SERVICES

ACTIVITIES GOVERNANCE

VALUE CO-DESTRUCTIONS

CHANNELS NEEDS

COSTS GOALS OUTCOMES BENEFITS

Want to use this canvas in your project or business?
Want to support the project? See overleaf for details.

defining how, where and with does the enterprise do it

defining why : how does an enterprise define & measure the success? (in environmental, social & monetary units)

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CARIPLO
SOCIAL INNOVATION

					Elements of analysis
Designed by	Fondazione Cariplo	Time	not specified		stakeholders, key activities, key resources, social value, relationships and customers, channels, beneficiaries, impact and metrics costs and revenues
Lead by	no specified	N° Sheet	11		
Performed by	all organizations which want to strenghten growth model	Materials	Canvas		Purpose
					creation of sustainable business model
Origin country	Italy	Year of reference	not specified		

Fondazione CARIPLO

CARIPLO SOCIAL INNOVATION

Il business model canvas sociale e sostenibile

The social business model
canvas should offer the opportunity to
see not only the business, but also
identify the social
the social impact you are trying to
achieve. Above all, clearly demon-
strate
how the two objectives interact and
are combined.

What are you doing and for whom are you doing it?
Social problem and beneficiaries
– The need you are solving, Social need
– The products and services that create value for specific
beneficiary segments, customers

Are there customers other than the
beneficiaries who will buy our
product/service?
– Considering direct customers and
indirect customers

Who are our
beneficiaries, or
organisations that
we aim to reach or
that are impacted
positively (direct
and indirect
beneficiaries)
– Why do they
use/need the
product/service?

What role does social
impact generation play
in the relationship with
beneficiaries?

– How will I sell and
distribute my
products/services?
– How can we help
our beneficiaries
and clients to
assess the social
value generated by
our organisation?

Focus on key activities
to sustain and
strengthen impacts
– Stakeholder
Involvement/
participation
activities
(internal–external)

Different
motivations to
engage in
partnerships
– Increase the
network of actors
(not for profit,
public,
philanthropists, CSR
companies, social
enterprises,
impact investors…)

Impact knowledge
and skills;
intangible
(reporting)
– Access to the
fund to cover
impact costs;
(accountability)

What is the social,
environmental, cultural
impact generated by my
service/product/project
in relation to the
beneficiaries and the
community

Additional costs are
needed to achieve and
measure social impact

Revenue mix: commercial,
donations, calls, impact finance
– Different sources of income can
have different functions in a social
enterprise
– Cost of social and commercial mix

Fondazione CARIPLO

Il business model canvas sociale e sostenibile

Stakeholder chiave	Attività chiave	Proposte di valore sociale	Relazioni con i beneficiari e clienti	Segmenti di clientela	Beneficiari
Risorse chiave		Impatto e Metriche	Canali	
Struttura dei costi				Flussi dei ricavi	

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			Elements of analysis
Designed by	Alexander Osterwalder	**Time**	not specified
			key partnerships, key activities, key resources, value propositions, customer relationships, channels, customer segments, cost structures, revenue streams
Lead by	no specified	**N° Sheet**	11
Performed by	non profit enterprise	**Materials**	questions
			Purpose
			co-create business model that enable enterprise' future viability and sustainability - as-flourishing. Empowering enterprises towards flourishing innovations
Origin country	Swiss	**Year of reference**	not specified

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Finding and managing resources and using them intelligently are issues of enormous importance for non-profit activities and with this version of the business model canvas it is possible to treat the business architecture of non-profit activities with the same techniques as companies in other sectors.

Il Business Model Canvas

What kind of relationships do cocreators want from us? What bonds do we establish and maintain with them?

Defining the most important customers and for whom we are creating value

How do we reach customers? How do they want to be reached re: the delivery of our Value Propositions? How do we provide ongoing communications, support, and awareness?

define what value customers pay for and how they pay for it

What programs and services do we deliver? What problems or challenges are we trying to solve? What value do we will we deliver to cocreators? What's in it for our co-creators?

What activities are needed to sustain operations?

Strategic alliances between non competitors
2. Coopetition: strategic partnerships between competitors,
3. Joint ventures to create new "x"
4. Cause Marketing alliances
5. Advocacy alliances
6. Buyer-supplier relationships to assure reliable supplies.

Defining the type of resources:
-physical
-human
-intellectual
-financial

define whether the activity is more cost or value oriented. Define the most important costs and which activities and resources are the most expensive.

define the costs that the activity has towards the community; define if these activities damage the environment and in what way; define what social or ecological resources are used

how does this business model contribute to society? which of our activities are dedicated to environmental protection and which to social protection?

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