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SE HUBS
Co-creating Hubs for Social Enterprises

ITALY

CASE STUDIES



CASE STUDIES FROM ITALY

The name of the organization / social enterprise	**Neu[noi] and PMO co-working**
Country	Italy
A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	neu [nòi] is a non-profit organization that promotes new models of territorial development by stimulating participation and the generation of new work dynamics. Born to overcome the work crisis involving a large number of young people, especially in South Italy, the coworking stimulates self-employment through a series of activities aimed at encouraging young people to take the entrepreneurial path, investing their resources in ideas of innovative business focused on sustainability. To achieve its goal, the co-working has designed a structure that is both a physical place and a territorial network. The physical space is the one that hosts the coworking, a welcoming open space in which the areas are designed to stimulate exchange and sharing as much as possible. To support the physical space there is a network of people always updated on the association's activities and a very important database to find the professional resources suitable for each job required. neu[nòi] matches professional goals and personal wellbeing by offering physical and relational space to co-workers. Everything follows the right rhythm: the optical fiber is fast and the moka is slow as they're supposed to be. Neu[noi] mission is: "a bright place in which learn and compare for a collective well-being in Palermo, in a coworking that promotes innovation. a community decides to promote the value of a new way of working, in the name of change and for sustainable development". PMO co-working is well located in the centre of Palermo, PMO Cowoking is not only a reference to Palermo airport but also and most importantly the acronym of PEOPLE-MINDS- OPPORTUNITY! PMO Coworking wants to be a place where open minded, positive, and proposing people, joining the same place and sharing their knowledge, can create new business opportunities, territorial cohesion and innovation. PMO Cowoking wants to be a place in the centre of Palermo where to share interests, a place to meet, where to work synergistically in a dynamic and informal environment where you can get contaminated by new and innovative ideas. PMO Coworking is a multifunctional and comfortable environment for co-workers and guests, whether they are in a shared location, or they require a meeting room for a staff selection or for a corporate or associative meeting, up to the delivery of events or training courses. The property has an elegant entrance area and features a front desk service and a video-guarded concierge. Among the main services there is wi-fi or wired internet, coffee break area with fridge and microwaves and on request access to the printer and copier in both black and white colour. They are private rooms and open spaces to host frequent co-workers or south workers who need flexibility.
Reasons for choosing this organization	The CASE STUDY includes examples from securing of training facilities and expert knowledge on communication of SEs' impact and community importance,

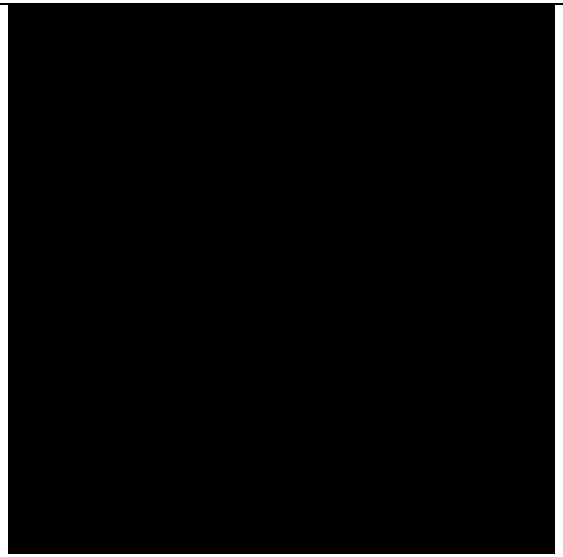
THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	From most of the interviews to role models and co-working responsible, it has emerged that a co-working space is a non-profit activity as it is not sustainable from an economic and financial point of view. The co-working space is not economically sustainable so managing the space is really anti-economic. The co-working is more like a value frame which supports a wider business (like an annexed bar or restaurant) but from an economic point of view, it is not convenient to run only co-working spaces. The co-working is useful to boost the other activities. For example, neu[nòi] needs more space to be sustainable as the 150m2 are not enough to sustain the activities. For example, they would like to run training courses at the same time as the co-working activities but there isn't enough space to carry out all the activities simultaneously. The main challenge in managing the space is to satisfy everyone's exigencies as there are people who want privacy, others want to chat and do networking so in shared space sometimes these different needs are in contrast. One aspect to be improved in terms of skills is communication. neu[nòi] has no internal energy to improve their communication with the external stakeholders. Also, European project writing should be improved but neu[nòi] lacks human resources and financial energies to spend on this sector at the moment. They have no certificates. Neu[nòi] collaborates with all the co-working in Palermo like Moltivolti, crezi.plus, PMO Coworking, South Working association. They have a good relationship as all co-workings in Palermo are specific and targets different sectors so we help each other in addressing workers who want to join a specific co-working space. The main challenge in managing a co-working space in Palermo is mainly "cultural": anyone coming to PMO must have a predisposition to "sharing" not only spaces but also ideas. Sometimes this does not happen. They have two types of desks: open and in closed rooms. They have problems in renting the open space desks. Privacy is an issue. There are jobs that are not suitable with co-working such as the lawyer for example who really needs privacy in his/her daily work. They think they need soft and hard skills to boost their activities. For sure they need a better marketing action because they lack time to dedicate to this important activity. Basically, the interviewee is the only one to work in managing the space. Due to COVID-19, the spaces must be reformulated to the new contingencies related to the job world. The interviewee declared they would like to "be on the street" instead at the first floor so to have a better visibility (they are located in one of the most popular and "posh" areas in Palermo city centre). They would like to offer better services such as a bar, a restaurant to better share business ideas. There are synergies but this could be improved. They are not fully accessible by disabled people as the building has some stairs. They have no certificates as the co-working business is not regulated yet by the local legislation. The co-working space is actually intended as short-term rent of business spaces. From this point of view, PMO is a "pure" co-working space as they have no other services to offer like a bar or restaurant.
	Suggestion for the SEHUBS model: *"Due to covid modern work has changed so co-working must adapt to these new scenarios"* This is the key to development. Nothing will be the same as before and smart working is now irreversible. So, co-working must take this into consideration, especially if they only rely on room/desk renting and they have no other sources of income to sustain their activities

	"It is important to differentiate your services in comparison with the other co-working in your area as this is a unique selling point for your activities" The message for the SEHUBS model is evident: co-working should carry out an accurate market analysis before opening and in the best scenario, cooperate with all the other spaces to create a network of well-differentiated co-working spaces. *"PMO is a "pure" co-working relying only on renting and shared spaces in Palermo"* This is the unicity of PMO project which together with neu[noi] is the only "integralist" co-working in town. This is a problem for this kind of co-working because their financial structure is fragile and they should expand spaces and create new services if they want to face the new challenges arisen after the pandemic. *"PMO idea is to create a model of co-working which can be replicated in other cities with the same vision and operational strategies".* The message for the SEHUBS model is: it would be very useful to design a prototype of hub/co-working which is replicable at international level, especially now that digital nomads and South workers are increasing and it looks like this trend will grow more and more in the next few years.

Photographic documentation illustrating the assumptions, the most important undertakings and results	


ZERO
attrezzi con

	neu noi spazio al lavoro

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Sources on the basis of which the case study was developed (www, existing publications, reports etc.)	● Neu[noi] website: neunoi.it ● PMO corking website: pmocoworking.it ● Summary on in-depth interviews with neu[noi] co-founder, Beppe Castellucci and Roberto Ragonese, founder of PMO co-working
SEHUBS partner/Author/authors	PRISM/Dario Ferrante, pictures from case studies' official website www.pmocoworking.it, www,neunoi.it

The name of the organization/social enterprise	Moltivolti
Country	Italy
A brief description of the organization (history, characteristics of activity, purpose of functioning,	In 2014, a group of friends with different culture, experiences, professional and social background, coming from 8 countries (Senegal, Zambia, Afghanistan, Bangladesh, France, Spain, Gambia and Italy) gives life to a space designed and structured to offer dignity, citizenship and value from diversity in the historical city centre of Palermo, Italy.

social mission) (approx. 1/2 page)	Moltivolti is a model of social enterprise based on relationships, a laboratory representing a new society in which the exchanges among diversities are the base of social development. The project is intimately connected with the neighborhood of Ballarò in Palermo, that grows in equilibrium with the colourful market populated by old and new citizens. Moltivolti is a restaurant with a Sicilian-ethnic and popular cuisine and a co-working space dedicated to the Third Sector. Two different areas that live in synergy with each other, the profit that supports non-profit but from which it draws the energy and meanings. From integration to interaction, the kitchen as a metaphor for a new recipe of domestic partnership and support for social and economic development. Because at Moltivolti, my land is where I lay my feet. The Co-Working Moltivolti is a space organised in 14 independent workstations, designed for sharing between associations, individual professionals, volunteers and informal groups who want to develop social, cultural, artistic or entrepreneurial projects. The co-working is open from 09:00am to 23:00pm offering: ● workstations ● meeting rooms ● internet connection ● landline telephone ● printing and photocopying ● cleaning service
	It is an innovative social business model for a social enterprise that helps promoting intercultural exchange and social inclusion of migrants. The project already shares its experience and is a good example for a well working business model for other social enterprises that support various vulnerable groups to start their own entrepreneurial idea to support the social inclusion of disadvantaged groups. Johnny Zinna is one of the founders of Moltivolti, a social enterprise, co-working space, restaurant. Johnny is an activist and protagonist of many social enterprises at local and national level. He is the promoter of social campaigns and he is able to put together many people around social projects. Claudio Arestivo is one of the founders of Moltivolti, a social enterprise, co-working space, restaurant. Claudio is an activist and protagonist of many social enterprises at local and national level. He is the promoter of social campaigns and he is able to put together many people around social projects.
Reasons for choosing this organization	The CASE STUDY includes examples from **staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices,**
THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems	Moltivolti has an advantage when recruiting staff because it is a social enterprise with a specific and recognizable mission. When they recruit new staff the first step is word of mouth: they ask their staff if they can suggest anyone. When word of mouth is over, they publish a call and usually the answers are few. Staff recruited with a call is very low. For them the practical skills (being a good waiter/waitress) must be accompanied with ethical skills so the staff must be in line with our mission. So, staff is always difficult to find. The calls for recruitment are published on Facebook as they have a big number

related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	of followers. Another way of recruiting chefs is the internship. Cooking staff is usually hired after an internship. To support disadvantaged staff, Moltivolti organises individual meetings or group meetings if the issue raised is not individual. The first question when recruiting is: what do you know about us? The human competences are very important, not the job skills. They recruit people with human and relational skills. People usually work here since they started so we have a low rate of turnover. This year, due to the pandemic, they had the first drop out. Sometimes the quality of staff is not high because staff is not equilibrated from a personal point of view. Pandemic, for example, had an impact on our staff psychology and equilibrium. Staff have been affected psychologically and physically by the pandemic. They have collaboration with refugee centres and ex inmates in Palermo. This month they had drop outs but they try to face the problem with the staff members. They employ migrants so it is easy to change country and life. Staff is trained on the job with the responsible of the area where the new staff is employed. There has been a change in the mentality of staff: now people are less productive and people disconnect the production from work since the pandemic has put many people on the dole, now staff is not willing to work. Moltivolti does not rely on volunteers. Moltivolti recruits staff who is in line with its vision and mission. This is the key to recruitment. Staff are hired on their ethical and personal skills rather on their professional skills. Moltivolti has an advantage when recruiting staff because it is a social enterprise with a specific and recognizable mission. When they recruit new staff the first step is word of mouth: they ask their staff if they can suggest anyone. When word of mouth is over, they publish a call and usually the answers are few. Staff recruited with a call is very low. For them the practical skills (being a good waiter/waitress) must be accompanied with ethical skills so the staff must be in line with our mission. So, staff is always difficult to find. How the case study could be a part of the innovative SE Hub model: Moltivolti has a very consonant vision and mission.
	This reflects in the human resources policy as well. Staff working at Moltivolti is a migrant, a disadvantaged person, someone who shares the philosophy of the place 200%. This is evident since someone steps in the co-working or the restaurant. Most of the employees are asylum seekers or migrants arrived in Sicily from several parts of the world and the human resources are perfectly reflecting Moltivolti vision and communication strategy to its community. SEs should hire people following Moltivolti example to give a coherent face to their products/services to their communities.

Photographic documentation illustrating the assumptions, the most important undertakings and results	

	
Sources on the basis of which the case study was developed (www, existing publications, reports etc.)	● Desk research on social enterprises (SE) needs and challenges, Italy, 15.06.2021 ● Summary on in-depth interviews with Moltivolti co-founder and communication responsible ● Role model drafted on Johnny Zinna, co-founder and hr manager of Moltivolti ● Role model drafted on Claudio Arestivo, communication responsible of Moltivolti

SEHUBS partner/Author/authors	PRISM/Dario Ferrante, pcitures from case study official website www.moltivolti.org

The name of the organization / social enterprise	**Per Esempio Impresa Sociale**
Country	Italy
A brief description of the organization (history, characteristics of activity, purpose of functioning, social mission)	Per Esempio Impresa Sociale is a not-for-profit organization created in Palermo in 2011 by a group of young workers with different professional profiles willing to focus their skills on the third sector. Their aim was to blend professional wishes with the will to encourage a positive social change. The association is inspired by values and practices aiming at cultural, social and ethical development through the promotion of active participation of individuals and civil society. Per Esempio mainly works in the fields of education, mobility, volunteering and migrants' inclusion. Per Esempio fights to prevent educational deprivation and to promote non-formal education paths in disadvantaged areas of Palermo. In the Borgo Vecchio neighbourhood, it runs a centre against early school leaving where youngsters are supported in learning activities and are involved in labs and events. Then, in the area of Ballarò Per Esempio implements actions to foster the inclusion of people with fewer opportunities and the strengthening of an educating community where families, organizations and institutions work together to support and improve youngsters' growth. The main goal of Per Esempio is to promote and encourage the processes of social inclusion, addressing in particular those segments of society who are at risk of marginality. Its interventions address four main target-groups: ● Roma people, ● Migrant children, ● NEETs, ● Women. Per Esempio increased its interest in the disadvantaged socio-economic and cultural conditions in which Palermo's female population live in, focusing in particular on the neighbourhoods of Borgo Vecchio and San Filippo Neri. Per Esempio Onlus promotes and carries out several youth mobility activities addressed to young people, social workers, volunteers and adults, that, in step with a lifelong learning, allow the acquisition of knowledge and skills. The design of interventions within the Erasmus + programme is fulfilled in the realisation of international exchanges, study visit, youth workers exchanges, training courses, volunteers, operator and European youth organizations' reception, with educational or training purposes. Per Esempio puts a strong accent on human resources management as one of its founders has a master degree in HR management and he is very keen on applying the most updated HR management tools. Per Esempio is also part of Moltivolti co-working space and it is an example of a fast-growing social enterprise in

	the Third Sector in Sicily.
	Ernesto Paci is one of the founders of Per Esempio, a social enterprise, Ernesto is an HR specialist with a Master Degree in HR management. He introduced advanced tools for recruiting and managing HR in the Third Sector in Palermo.
Reasons for choosing this organization	The CASE STUDY includes examples from **the distribution of SEs' goods in a sustainable and visible for the community ways.**
THE ESSENCE OF THE CASE STUDY The aim of case study is to give a guidance on how to solve emerging problems related to the social entrepreneurship, and in particular: staff recruitment, retention and internal training of SEs' personnel promoting inclusive educational approaches and mainstream practices, securing of training facilities and expert knowledge on communication of SEs' impact and community importance, distribution of SEs' goods in a sustainable and visible for the community ways	Per Esempio is setting up a ltd to boost the social activities of its core business. From the outside, the HR responsible and co-founder Ernesto Paci said that public opinion sees Per Esempio as the classic and standard NGO and not as a social enterprise, living on the projects they win. Now they are changing their company structure to become a profit company with a ltd legal form which will be working in the cleaning and extra hotel sector. So, they are shifting from telling the story of giving pc and devices to disadvantaged mums to selling cleaning services to extra hotelling structures with new technologies such as smart phones to check where is your clean sheets for your Airbnb or b&b. The communication will change to attack the profit market and gain market share in a new sector. A commercial service which will be integrated with social issues such as social and green impact, inclusion of disadvantaged groups. This will be reflected in the social balance of the new company. Synergies can be created with other stakeholders such as private foundations, other b2b companies, social enterprises, public services dealing with ex inmates and so on. Their model is San Patrignano (an historical project in Italy which is famous for its work in helping drug addicts to get out of their addiction) which has a core activity in helping drug addicts but then develops many commercial activities. Suggestion for the SEHUBS model: *"The idea is to mix profit with non-profit activities to guarantee the financial sustainability of the non-profit part of our social enterprise"* This is the key to sustainability. Per Esempio is creating an innovative model which is a hybrid between social and profit services. *"The future of social enterprise is rooted in the evolution towards commercial and profit activities which double the opportunities to grow in the social enterprises arena".* The message for the SEHUBS project partnership is clear: social enterprises have to mix commercial activities with non profit services and products to fuel their social mission and guarantee additional resources for staff and communication. Especially in Italy, where the new Code for the Third Sector introduced in 2017 is in the process to be fully completed and this will accelerate the process of "commercialisation" of social companies as the new reform foresees the integration of commercial activities and not-for-profit activities within the same social enterprise.

Photographic documentation illustrating the assumptions, the most important undertakings and results	

	
Sources on the basis of which the case study was developed (www, existing publications, reports etc.)	● Desk research on social enterprises (SE) needs and challenges, Italy, 15.06.2021 ● Summary on in-depth interviews with Per Esempio co-founder and hr responsible, Ernesto Paci.
SEHUBS partner/Author/authors	PRISM/Dario Ferrante, pictures from case study official website www.peresempionlus.org

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