

# WORKING PAPER #3

RESONATE project 3<sup>rd</sup> training session, 13 - 17 June 2022



## *Focus on Training and Stakeholders*



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## Introduction

The RESONATE Working Paper #3 is the third part of the series of the RESONATE Working Papers aiming to present the main reflections and conclusions, tools, methods, practices, ideas that was shared and discussed by the strategic partnership that included Social Business Club/Hub Styria, Fondazione Giacomo Brodolini S.r.l. SB, Milan, Italy and FACTO Assessors, Barcelona, Spain.

This third part focuses on the regional social entrepreneurship ecosystem of Barcelona and its surroundings, the training methods and the engagement of stakeholders, especially learners and these effects of these to the training opportunities provided.

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## Regional social entrepreneurship ecosystem of Barcelona

Barcelona has an extensive entrepreneurship ecosystem, that consist of startups, committed talent, funding organisations, support organisations, big corporates, events.

Public policy for the promotion of Social Economy through Barcelona City Council is structured as it follows:

- The Office of the Commissioner for Social Economy, Local Development and Food Policy.
- The Directorate of Social and Solidarity Economy Services and Sustainable Food and the Department of Social and Solidarity Economy at Barcelona City Council.
- Barcelona Activa's Operational Department of Socio-Economic Innovation.

The City Council of Barcelona implements many programmes to enhance the social economy sector, that is supported by different policies at city level. A unique element is that the public administration cooperates with citizens and involved them in policymaking with the aim of providing public services and programs meeting their needs. They also offer an entrepreneurship training program to increase knowledge on the social economy and develop skills in order that training participants can create the own social enterprise.

Barcelona Activa represents the public sector in the ecosystem responsible for economic policy development of Barcelona. develops economic policies in the city. They have innovative activities to support entrepreneurs to enhance employability, but they also provide training opportunities to develop transversal skills, help to reach business economy viability and on how they can use digital tools.

Barcelona as a city has already a Green Deal programme as part of the urban and economic development plans with a vision of a more ambitious, sustainable and inclusive city.

*INTERESTING*

*MEANINGFUL*

*CONTACTS*

*EXPERIMENT*

*TOOLS*

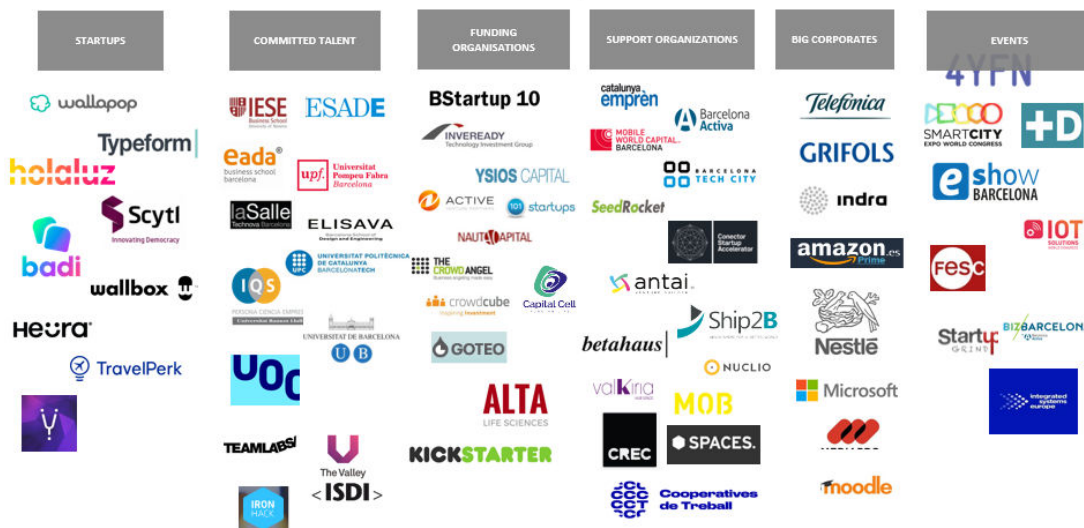
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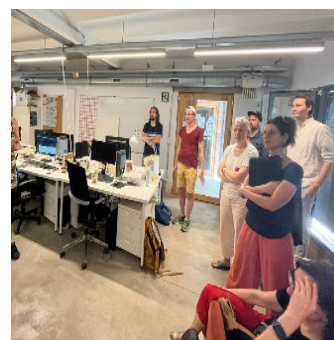
*TRANSFER*

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## Conclusions and reflections

- The main actors of a **quite developed ecosystem** are linked to the fiscal form of social business (cooperatives, foundations and associations).
- It is important to analyse the economic and social framework and create **stakeholder map** to better understand the ecosystem.
- A rather **complex ecosystem** has different regional, local stakeholders as well as private sector involved.
- A good practice is a **bottom-up approach** bringing the topic of cooperatives and social business to the level of the regional council.
- A **double way policy** consists of public cooperative services funded by public resources (training, coaching and mentoring) on one hand and on the other hand investments into cooperatives with grants.
- To bring along **sustainable change awareness** among political parties is needed to be done across ideologies and everybody has to be involved.
- An effective programme can cover many sectors (such as blue economy, green economy, creative, digital), but **sustainability should be part of all programs**.
- An interesting initiative is the **UX lab** that can be used by companies to explore user experience.
- The **cooperative ecosystem** seems to be a well-working approach that works well because people feel more invested in the companies since they are not only working for them, but they also get the power to be decision makers.
- A **dialogue between parties among different administrative level** is very important.
- The ecosystem is quite consolidated, but it seems that there are few „**big players**” managing the social economy field.
- When having an overview of the ecosystem with the different level of stakeholders, regional, local, private and research, it is visible that they all **interact in the ecosystem in a different way**.



- A very interesting example of the **impulse of female inclusion in tech companies** and the gender perspective in the company which was originally created by all males. Now they implemented some Equality Long Term Plan which includes female quota for new associates (50%) and female perspective in communication outside and inside the company.
- **Enhancing cooperation between social projects** is a good practice for innovative/profitable/diverse forms of social entrepreneurship.
- An IT company can be run with a **fully cooperative approach** to run.
- The **diverse topics** that are addressed by cooperatives is very interesting, especially the one that tackle the challenge of lacking women in IT.
- An NGO can also have a **valid business model** behind it to run the operations.
- Different kinds of social enterprises has **different structures, motivations** of the founder/s behind the project.



*“It is impressive that 8 cooperatives can achieve by the 4 mio € of turnover, which shows that they are indeed a relevant economic force.”*

*– Kirsten Tangemann, SBSCS*

-Many of the cooperatives and enterprises has a **strong focus on collaboration and support** to each other and in the ecosystem. Cooperation and network creates good synergies.

-**Practice** could be one of the main reasons for the success of the enterprises and it should definitely be supported by public authorities, but also by incubators and other supporting organizations.

-It is inspiring to see a **space shared by associations and cooperatives** that work on social issues involving the community.

*„Plenty of immersive opportunities to understand holistically regional social entrepreneurship”*

*– Pau Serrat Pagespetit, FACTO*



## Innovative training methods, digitalization and agile training

Canòdrom, a social innovation center dedicated to training methodology and skills development. The co-working space incubates innovative business oriented projects and operates in a less privileged neighbourhood. Colectic is a cooperative that aims social transformation through technology.



## Conclusions and reflections

- One of the **challenge that a center for social innovation** can face is the digital transformation, if they operated in an aged neighborhood so they have to address their specific needs. It is interesting therefore to see how they interact with local communities and how they adapt their programs and training to the different groups and the challenges they're facing to engage them.
- Reactivating abandoned buildings, revitalize depressed and older neighbourhoods and address the digital gap of old people living there but **facing the necessity of digital skills to manage their normal lives** is a good example.
- The main force of engaging with young through tech training can be quite difficult in a neighborhood with middle income people as they get more and more individual and there are no actual spaces for young people to socialize and the 2 years of Covid were crucial to decrease **social skills**.
- New perspectives can open on how a **municipality can improve the citizens quality of life** by opening a community centre that is run by an innovative cooperativa.
- It is interesting how the training center can activate a neighborhood, especially with a **democratic participatory approaches**.

- Interesting example of **cross-fertilization of topics** between digitalization and urban regeneration policies.
- **Technology** can facilitate engaging communities and different target groups in order to address common problems and societal transformation.

## Adult training successful methodologies

Fondazione Giacomo Brodolini's personal coaching program, called "*Innovare in Rete*" (<https://innovareinrete.entopaninnovation.it/>) intends to provide technical assistance and incubation financed by Banca Etica (an ethical bank from Italy). The stakeholders involved in this program were: FGB, Entopan, Fondazione Brune Kessler and Oltre Innovation Hub. The main objective of the program was to support innovative projects that were capable of generating significant social and environmental impact.

Beneficiaries:

- 1) innovative start-ups and university university spins offs
- 2) innovative start-ups in the process of being launched
- 3) small and medium sized enterprises
- 4) third sector

An on-the-training job program, the Human Capital Hub Ecosan ([Ecos4In Interreg](#)) has three phases: student selection & matching, training and co-working. The aim is to solve a specific challenge.

SBCS/SBHS is focused on the training methodology that they uses from the idea of social innovation to become of a social business. Related questions are how to manage the public when they have very homogeneous backgrounds, how to engage participants when training is for free. Solutions could be the definition of a selection process, asking for symbolic fees and communicating the value of the training.



*"Improving knowledge on demand side (social enterprises) and supply side (funding organizations) is a need."*

- Kirsten Tangemann, SBCS

Agile / lean / scrum techniques have their origins on the Toyota production chain. By using the methodology to training programmes, the below issues can be raised:

- the importance of raising awareness of the people
- better to deliver a small content in order to satisfy people
- try to understand the needs and deliver a training adapted to them

Gamification is an innovative training methodology to use of game elements in non-game contexts with the aim of influencing people's behaviour. A game is voluntary problem-solving activity, according to rules accepted by players, who decide to play in a playful way. It is important to adapt the childhood motivation to adult's context, which means also the development of intellectual, affective and social competencies. There are several ways how learning moment can be included in a game. Learners have to face an unknown situation, they have to learn to be positive and adapt to changes. They require to establish short and medium term goals and clearly define long-term one. Learners can acquire self-confidence, become team player.

Serious games are designed with the aim of solving problems related to real situations and sometimes they seek to raise awareness about specific situation.

Gamification is used in education to impact learners, like increasing motivation, experiment without risk, facilitate action and complete objectives.

There are reasons why to use gamification in training (motivation, control, action and competition) and explained the 4 axes and 4 steps for a well designed gamification experience. These axes are: story, game, transmedia (being able to spread the game over different media) and aesthetics while the 4 steps are: objectives and behaviors, understanding the user, using game elements, prototyping and playtesting.



## Conclusions and reflections

- **Agile methodology** helps to go from a push perspective of courses to a pull one (centered on the customer).
- Agile and gamification methodologies in training seems to be a more dynamic approach to training that can be useful both in **virtual and non-virtual training** and can be a driver for



people to come since there are plenty of traditional training but not too much innovative ones.

- Lot of helpful input and examples on how the approach of “**homo ludus**” can help us to make our methods more attractive.
- Many entities and initiatives are quite young and were **created under the pandemic as a social trend**.
- Interesting moment to **share own working method transnationally in relation to adult education**.



## Best practices in relations between social entrepreneurs and stakeholders

The engagement of stakeholders, especially to learners is a key aspect for an adult training provider organisation, in which there are different perspectives from the citizenship to the public administration point of view.

**Educare** project in Italy focused on intergenerational knowledge exchange about neighborhood shops in their city mixing 6 to 11 year old children from economically and socially depressed backgrounds and old people. The project was developed in 3 steps

- 1) Selection and pair with craft workshops
- 2) Training course (blended mode)
- 3) Set up a physical and digital exhibition.

The community engaged to involve children (and their families) through events like children parties where they explained the project or gave flyers and brochures so they can get to know the project. Using critical dialogue between the past and the future (soft skills and tech skills, how to use technological devices and learn about the past and history, learning the jobs and having a local mentor) was an important methodological development.

The [WISEAIR](#) project in Italy is a hi-tech initiative to monitor the air quality through construction to collect data of the level of pollution neighborhood by neighborhood so they can exchange this specific data analysis to municipalities to know better the effects on neighbors depending on the part of the city they are in. The engagement of the community was done with operational tables, external events to cross meet, an infopoint and a crowdfunding campaign. It was highlighted the need of analysis and target identification and the importance of applying a bottom up approach. Also, a lesson learned was the importance of taking care of the “language” because depending on the target, talking about innovation or startups it is not connecting with the community.

When providing training to social entrepreneurs it is a crucial question how to stand out in an overstimulated society. Some suggestions to promote engagement were:

- Getting in touch with people who have been at previous events.
- Tailoring special events in different forms and places so to keep in touch and increase engagement of the community of start-up.
- Surveys are also a good tool to recap information and feedback about services and needs not cover
- Social media campaigns with known people or gurus from the community

Nowadays, using social media is inevitable, but also depending on the target audience. Lot of startups that are launching or starting don't have a lot of social media presence, which makes the engagement more difficult, but at the same time the incubator help the, to put them on the map through social media posts. There is a need to be creative in order to engage them and monitor and analyze the results so it can be improved and make a lean process.

For general public administration contracts, there are European Codes (CPV) to all public administration, so there is a transparency in the tenders and grants and how they are given to private enterprises. There are also some contracts reserved for Social Economy Entities and Companies.

Social criterias, that public administration requires to get engage with them:

- Better value for money
- Preliminary market inquiries
- Promotion of batch structuring
- Application of social, environmental and labor criteria

A public tender exhibition helded in Barcelona was given as an example of engagement of social actors (public and private enterprises, community, university) with public administration.

While Agenda 2030 and EU policies were identified as drivers to reach this ideal engagement and meet needs, crisis situations were seen as an opportunity for civil society but a stopper for private corporations and government. In an ideal world, the engagement of public and private entities will be an opportunity to reach civil society needs and academic development in order to build a better world. Education and awareness will increase in younger generations so they think this will be an opportunity to include this different mindset on public policies and push private stakeholders to achieve.

The actual and effective engagement of the 4th/5th helix, since in real life this is quite difficult and not always successfully applied. There is a need to work for this to happen in the real world and find strategies to reach this fullfield collaboration.

More future perspective dynamics on situation lab <https://situationlab.org/> to dynamize this kind of workshop with startups and other stakeholders in order to build together.

## Conclusions and reflections

- The **importance of communication** within the relation between incubators and stakeholders. This professional communication (professional) is the enabler of scouting and a good idea call to filter the best projects and persons. Moreover it's necessary to liberate some reproductive time to know possible entrepreneurs and assist in events with other stakeholders.
- EduCare and Wiseair projects that were a good example of **community engagement by listening to needs and speaking the same language**.
- Stakeholder engagement can be also done through **public and private sector driven projects** to solve community problems and address them.
- In engagement of stakeholders a **constantly renewing of the forms of communication** is needed in order to get to the public and TikTok is a good example.
- Stakeholders can be seen with a **wider perspective**, more than community, clients or providers. Employees, civil society or lobbys can be also analysed for involvement.
- **Enthusiastic and professional approach** to the topic is the key to engage with stakeholders.
- **Stakeholder relations with an overview about the legal framework** of fundings and tender schemes is a new perspective of public way for promoting social innovation.
- The **intergenerational program** "EduCare" was a good practice example, when children using new technologies to learn about artisan jobs in workshops.
- Special efforts are required to **engage the target groups when they are "vulnerable" people**. What kind of language is used represents a critical success factor.
- A **standardized approach** is effective to support social entrepreneurs, especially that this is based on the needs analysis and target identification with a group of different people, something like a focus group.
- The topic of **stakeholder engagement is a continuous, never ending** task and to get new inputs and to see how other organisations are approaching this matter is important.
- A **training on public tenders to social entrepreneurs** could be interesting and useful for the target group, but can bureaucratic framework make it difficult. If social economy and entrepreneurship is strongly supported by the public sector, that it can evolving itself. There is a risk, that lots of bids are going empty, for different motivations (buroctratic and procedures process / lack of awareness).
- It is important to be continuously present on social media for the organization and events are also great tools in order to meet key impact indicators.

