



WP.T2_GENERAL FRAMEWORK FOR WISES TECHNOLOGICAL AND KNOWLEDGE MANAGEMENT MODEL

A.T2.4 _GUIDELINES FOR IMPLEMENTATION OF DIGITAL SOLUTIONS IN A COHERENT ENVIRONMENT

D.T2.4.1 - Lists of actions enabled by
the ICT and knowledge framework

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1. INTRODUCTION

This is the first of two Deliverables related to the activity **A.T2.4 Guidelines for the implementation of digital solutions in a coherent environment**, whose objective is to report the concrete benefits deriving from the use of the INNO-WISEs Platform, and to identify features and configurations that can serve as a reference to other WISE that could decide to adopt the solutions provided by the presented form.

The 3rd project meeting was held in Maribor, Slovenia, in conjunction with the activities planned for the A.T2.4. The meeting was an opportunity to take stock of the progress of the overall activities related to the WPT2 and in particular to discuss the issues covered by the two remaining deliverables envisaged for the WPT2. As the activities title states, the goal is to define indications that can be useful to promote, enhance and disseminate the peculiarities of the platform and illustrate the benefits actually achievable. During the meeting, an activity was carried out involving all the project partners in order to discover their point of view regarding the concrete benefits that WISE can obtain from the project's results. Many foods for thoughts emerged and of wide interest, as they reported both the point of view of the partners who work daily with the companies and therefore fully understand the logic and specific complexities of the WISE, both those of the most technological partners who knows the implication of process digitalization. The result of the elaboration of the ideas emerged is reported in chapter 2. In the same meeting, a dialogue was started with the WISE attending the meeting to create case studies that reported, at the same time, how the platform can adapt to the operations of the companies and the advantages obtainable.



Figure 1 Project partner's workshop results



The purpose of this deliverable is to describe benefits obtainable from the use of the platform and knowledge management, thus allowing opportunities that today, the managerial line of WISEs, burdened by having to manage daily activities in a constant emergency, can not be fully understood or managed and structured correctly.

Starting from a review of the literature on the benefits of adopting these tools, the analysis is structured by reporting the impressions and perceptions perceived by the comparison with the project partners and finally reporting the experiences of some of the WISE.

Chapter 2 briefly summarizes the main indications defined within the joint strategy and illustrates how the platform aims to incorporate these aspects.

The objective of **Chapter 3** is to show how the digitalisation of a process and the development of skills within the company can bring concrete benefits, both tangible and intangible.

In **Chapter 4** is listed the expected impact of the project on the WISEs activity both coming from ICT Tool support and Knowledge management Framework from the project partner's point of view. This chapter reports what emerged during the workshop in Maribor, as below described, and the discussion develops bringing forward two parallel strands, one linked to the introduction of ICT tools, with particular reference to the process fields that will be supported by the Platform, and one linked to the management and development of skills within companies with reference to Competence Management Framework and related training path.

Chapter 5 reports case studies in which the WISE representatives, who took part in the third project meeting held in Maribor, illustrated their experience and concretely expressed the benefits that a system like the one defined within the INNO-WISEs project can bring to your own business.

The last chapter, furnishes consideration on how the results the project aims could be relevant for all these types of Enterprise.



2. REVIEW OF THE STRATEGIES ENABLED BY THE FRAMEWORK

This chapter incorporates the regional joint strategy and illustrates how the platform directs indications regarding the development of support for the management of processes through ICT tools and the management and development of competences.

2.1. Main features defined in the joint strategies

This chapter shows the main principles defined in the joint strategy described in the deliverable D.T1.2.2 “Regional Joint Strategy on tackling technological and managerial skills shortages of WISEs”, in order to understand the joint strategy identifying the specific objectives and priorities tackling the technological and managerial shortages of WISEs in each region involved. The deliverable provides specific ideas and procedures to address the identified WISEs shortages and to promote the WISEs ability to create social innovation in terms of processes, services and products. It offers an integrated approach to tackle specific priorities and objectives referring to the input provided by each type of stakeholder involved in the project activities.

In particular, the Regional Joint Strategy follows the vision of the project aiming to engage in solving common territorial challenges of the regions involved, referring especially to the structural weaknesses of social enterprises working with disadvantaged groups (WISEs). For example, some of the weaknesses identified by the European WISEs are the inadequate access to technologies, the lack of skills to use such technologies, and lack of knowledge of public authorities responsible for development policies.

Deliverable D.T1.2.2 makes a systematic connection between the shortages identified among the participating WISEs, the objectives those WISEs would like to achieve, and the activities required to tackle the shortages, included in the INNO-WISEs project.

It doesn't only list the shortages in the sectors relevant for the project, but also the innovative technologies, managerial models and practices that could be applied to WISEs. The single Regional Reports, the Stakeholders' Workshops and comparative analysis done to facilitate the transfer of project results to wider territories are also taken into account.

Although each participating Region highlighted specific needs and weaknesses, a number of common shortages, along with their corresponding strategic objectives, were identified and can be summarised as follows:

- The need for an ICT system for workflow management integrated with the HRM tools adapted for the WISEs specific needs

The key issue, here, is the need to introduce an efficient workflow management in the WISEs' operations, while at the same time ensuring that the implemented procedures are correctly tailored for the management of individuals with specific needs, such as those who normally deal with WISEs.

Considering the widespread lack of ICT related skills and the digital illiteracy among WISEs workers, Deliverable D.T1.2.2 suggests implementing one or more of the following solutions: using existing software tools in a proper combination, considering the adaptation of existing software for the WISEs'



needs, or developing new software from scratch. Some already existing software applications are listed, such as information system tools, management support system tools and communication/collaboration tools. It is also worth mentioning the opportunity to use digital tools (social networks etc.) to change the perception of vulnerable groups by the public opinion.

- The need for an ICT portal for marketing and communication and to establish a brand.

In the field of marketing, Deliverable D.T1.2.2 highlights a substantial lack of marketing and communication tools among WISEs in all participating territories. This weakness has several negative consequences: WISEs are unable to build brand awareness outside their territories, which reduces their potential customer base, and makes them more dependent on big, local customers. Furthermore, the lack of CRM tools hampers efficiency and alignment in their businesses, and the lack of communication tools requires more time and efforts to build consistency and alignment even within the organisation themselves. The creation of an integrated **ICT portal for marketing and communication** is therefore suggested.

- The lack of knowledge on digital tools available to WISEs in the prevailing sectors

All participating regions highlighted a lack of knowledge of digital tools, and digital illiteracy in general. The tools used are usually very common, and not WISE-specific. It is therefore suggested to address the issue by training high and medium level staff first, and then spread the knowledge to disadvantaged staff. The deliverable suggests using a Gap Analysis, to measure the difference in knowledge between WISEs and the SMEs' best practices.

- The lack of knowledge related to obtaining financial resources for WISEs

This issue was particularly highlighted by Croatian and Slovenian partners. To overcome this shortage, a set of financing options and supporting services should be identified, tailored in accordance with the specific needs of WISEs and their development stage. This issue should be addressed together with the lack of entrepreneurial spirit in most WISEs. A number of tools should be identified to tackle the problem: platforms and e-services providing information on EU/national/regional funds, project management tools to avoid overspending, and financial business planning and evaluation tools.

Each participating region was then asked to identify their main priorities. Based on their answers, the following strategic priorities for the WISEs were identified:

1. **Management of human resources:** The WISEs' most essential feature is their central mission of integrating deprived social groups that are often excluded from the labour market. They need to focus on the people they employ and find the optimal ways to integrate them efficiently and effectively in the workflow through the application of both managerial and ICT based tools;
2. **Marketing and communication:** WISEs need to improve their business performance in the market through ICT-supported marketing and e-commerce tools, including the establishment of networks that will enable the creation of specific brands, connected to the broader public awareness of the WISEs' mission.
3. **Confronting financial shortages:** WISEs require better skills and ICT support in terms of improving their ability to access to financial resources, including both public funds and private investment, as well as in terms of improving the ability to manage their financial resources.

Furthermore, two transversal issues were also identified, which overlap with the three strategic priorities mentioned above:

- **Strengthening of the entrepreneurial spirit** of WISEs both internally, among their management and employees, and also externally - to co-create a general atmosphere supporting the idea that entrepreneurship can be at the same time committed both to the ideals of social solidarity and to market performance;
- **Improving the WISEs knowledge of the available technologies, tools and related skills**, to be able not only to follow but also to be engaged in the cutting edge trends of applying ICT based tools and technologies in their operations; WISEs should be familiar with the tools that are already available to them, and be able to decide in which tools they should invest and exploit them optimally.

Based on what has emerged so far, in order to maximise the benefits, the targets of the INNO-WISEs project actions should be **micro and small-size WISEs**, and particularly their managerial and operational levels.

As for the implementation, Priorities 1 and 2 (management of human resources, marketing and communication) can be addressed either by using existing ICT tools and/or ICT supported networks, or by developing new ICT solutions, possibly by adapting existing tools and/or by creating a common WISEs web-portal to create connections and engagement with the WISEs' stakeholders. In any case, open-source solutions should be preferred.

Priority 3 (confronting financial shortages), as well as the two transversal issues, shall be addressed by the T4 workpackage activities: Building technology and managerial competences of WISEs employees and entrepreneurs.

The overlapping of the joint strategic with the joint transversal issues is presented in Figure 1.

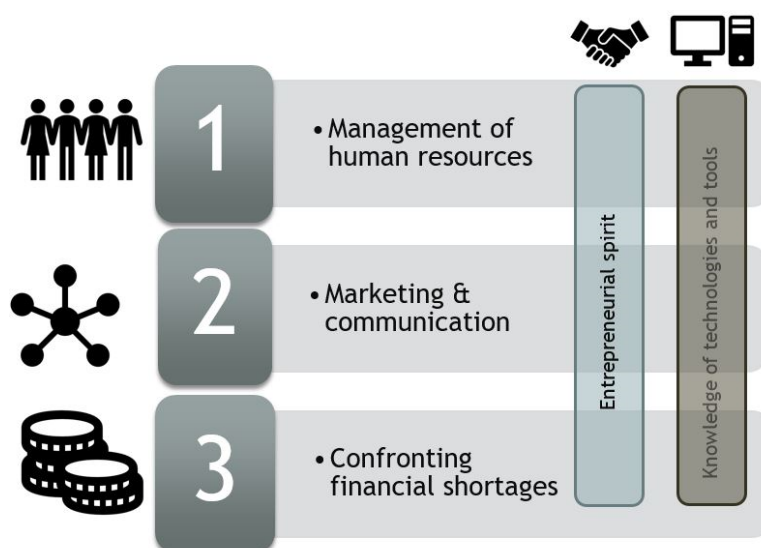


Figure 2 Joint strategic priorities and transversal issues



2.2. Synergies and relationships between the strategy and the designed platform

The previous paragraph takes up the essential points of the strategy defined by reporting the priorities and the guidelines.

The design of the platform has been carried out to meet the needs identified and in accordance with the definition of the strategy.

To this end, the platform was designed as an entity able to offer tools, software and, in general, technological instruments that could support the needs of WISE in tackling the challenges that arise every day.

The analysis has revealed the need for cross-border ICT support for areas that are common to all the companies investigated, and which, while referring to the same categories of tools, are characterized by the specificity of each context and each individual reality.

To support this heterogeneity and variety, within the platform a "MarketPlace" area has been defined, in which multiple tools can be made available to support the identified business areas and processes. In this way, from time to time, the single WISE will be able to access a selection of tools for their needs.

The marketplace is essentially an element of centralization of the demand for WISE and the supply of the market.

A rating and review mechanism has been set up that will allow, those who have tried an instrument, to share an evaluation and their experience; the added value consists in being part of a community that brings together companies with the same characteristics and needs.

This tools delivery method is flanked by the model of access and subscription to the service. As foreseen by the strategy, we will resort to software available in "freemium" rather than "open" mode. Although available for free, open software generally requires higher maintenance costs and offer limited support on the product; the freemium model, on the other hand, allows you to scale from a set of basic functions to a larger one by a subscription. The concept of freemium also applies to the number of users: some software, in fact, grant all the functionality for a very limited number of users and the possibility of increasing the number of users against a fee.

Another tangible benefit is that of the system, that is, the platform, acting as a centralization of the request, will make the WISE market attractive for suppliers that can access a very large pool of potential customers and focus their proposition on this type of "industry".

This mode of interaction will then lead to the creation and strengthening of aggregation logic that will allow WISE to pursue aggregate purchasing logic and possibly create critical mass to influence the development of a certain type of market.

Regarding the need to acquire and develop specific skills, the platform hosts a system for the complete end-to-end management of skills.

The Competence Management platform is composed by two logic entities wich allows the entire cycle of the learning path to be managed: starting from the assessment of one's level of competences, through the definition of the target level appropriate to one's own managerial



objectives till the definition of the gap in terms of specific competence and related proficiency level.

To the gap, or training contents, which is necessary to acquire, are associated with appropriate training modules provided in interactive mode (MOOC).

The main results achievable by the use of such a structured system are:

- The adoption of a common and referable language to a reference standard;
- The acquisition of the awareness of the skills and knowledges that characterize a competence and implicitly the relevance it has for the proprio role;
- Awareness of one's proficiency level for each skill;
- The awareness of the target level that you want to achieve and that is actually necessary for the role held in the company;
- Clear identification of the training path necessary to achieve the objectives set.

It is clear from the above that the designed platform is able to fully meet the needs arising from the analysis and that correctly directs the defined strategy.

The following chapter provides an overview of the benefits expected from the use of the tools described above.



3. LITERATURE REVIEW ON BENEFIT AND ADVANTEGES OF PROCESSES DIGITALIZATION AND COMPETENCE MANAGEMENT

The following literature analysis focuses on two aspects related to the development of the WISEs: first of all, we will analyse the benefits of digitalising businesses, in particular the advantages of implementing a platform, dedicated to WISEs, able to improve and develop their skills and support processes. Secondly, we will look what values it has for the company to acquire skills to employee.

Concerning the benefits of digitalisation, the new technological trends are radically changing the structure of many businesses, redefining the nature of work and the boundaries between sectors. This is something that goes beyond a simple technological innovation, since it involves the transformation of business models, of the value chain, of the methods of transferring knowledge and access to international markets.

Today's digital technologies and digital space are becoming a major tool used for the purposes of social entrepreneurship. With the help of these technologies, existing barriers are overcome and people can start using their time efficiently, increase productivity, start gaining ownership and creating wealth.[1]

In this project we analyse and offer to the WISEs a modular and flexible ICT platform, able to address competence management and to support WISEs' Information System evolution to support the key process.

We can consider this activity as a digital transformation, because it wants to create a change in the WISEs' framework (for example in the working methods, roles, and business), introducing new digital tools in the organisation, as well as in the operations environment.

What is being done in this project follows the principles related to digital transformation but limiting itself to providing concrete solutions (tools, software, etc..) and also providing the skills management tool that enables the change process (as reported in the next points). Therefore, the acquisition of skills enables the ability to make organizational changes and to review roles and value chain.

This refers to changes at several levels, including the following:

- Process level: adopting new digital tools and streamlining processes by reducing manual steps
- Organization level: offering new services and discarding obsolete practices and offering existing services in new ways
- Business domain level: changing roles and value chains in ecosystems.[2]

As explained by Markovitch and Willmott, "the potential benefits of digitalisation are high: already by digitising information-intensive processes, costs can be cut by up to 90 percent and turnaround times improved by several orders of magnitude. In addition, replacing paper and manual processes with software allows businesses to automatically collect data that can be mined to better understand process performance, cost drivers, and causes of risk. Real-time reports and dashboards on digital-process performance permit managers to address problems before they become critical."[3]



Thus, the impact of digitalisation, and the goals of digitalisation for an organisation, can be identified from three different viewpoints:

- Internal efficiency; i.e., improved way of working via digital means and re-planning internal processes
- External opportunities, i.e., new business opportunities in existing business domains (new services, new customers etc.
- Disruptive change; digitalisation causes changes in business roles completely

These three impact viewpoints of digitalisation can be presented as shown in Fig. 2

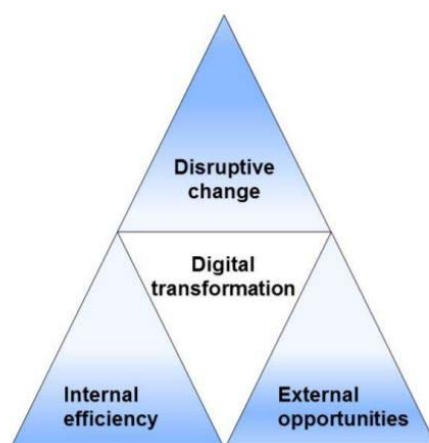


Figure 3 Digitalisation impact

The potential benefits of digitalisation for internal efficiency include improved business process efficiency, quality, and consistency via eliminating manual steps and gaining better accuracy. Digitalisation can also enable a better real time view on operations and results, by integrating structured and unstructured data, providing better views on organisation data, and integrating data from other sources. Furthermore, digitalisation can lead to better work satisfaction for employees through automation of routine work, thus freeing time to develop new skills. Digitalisation also improves compliance via standardisation of records and improves recovery via easier backups and distribution of storage. External opportunities include improved response time and client service, as well as possibilities for new ways of doing business. New digital technologies can create opportunities for new services or advanced offerings to customers.

Disruptive changes involve changes in the operating environment of the company caused by digitalisation. For example, a company's current business may become obsolete in the changed situation (e.g., manual scanning of invoices replaced by electronic invoice)[2].

In turn, this brings other benefits to social enterprises, such as:

- knowing how to respond to market needs in a very short time, a market that is changing faster and faster, requiring significant efforts for companies in adaptation, presence and competitiveness;



- reduce waste of time and resources, optimizing the exchange of information and the management of resources;
- establish a virtual network for sharing internal and external information to the company

Consequently, the benefits of digitalisation clearly include cost and time savings, which in turn guarantee a higher level of business performance.

Before we address the benefits of using a skills management system, it is necessary to focus on the benefits of digitising processes within the project's scope, that is: HRM, Marketing, Project Management and Planning.

The digitalisation of these processes brings several benefits:

- make rational decisions on data in real time
- update the goals
- reduce waste of time and resources
- share information
- set up a mechanism for continuous improvement of company activities
- reduction of process costs, or better allocation of process resources (in particular with reference to human resources)
- contraction of the documentation delivery times
- improvement of the process quality, i.e. the adequacy of the information flows to support the main decision-making processes within the company and, in its broadest sense, to support the processes of communication to the outside world
- reduction of process risks through greater compliance with institutional and internal company regulations
- increasing the competitiveness and timely detection of the errors, allowing to always adapt your strategy to market trends

Now that we have highlighted the benefits of digitalisation in general, we can now focus on the second main feature of this project: the added value, for a business, of improving their employees' skills and competences.

In general terms, a competency framework outlines the knowledge, skills and attributes required in a specific role, or in the broader organisation. They measure both the soft skills and technical abilities of a professional.

In the case of WISEs, the acquisition of new competences may generate multiple benefits:

- Acquiring the skills to adopt and implement a real digital transformation by acquiring the ability to review the company at the organizational level, but also concerning business roles and the value chain.
- Improving the team's performances
- Fostering the independence of the collaborators



- Increasing the employees' motivation thanks to the interest in their development

For businesses, the development of new skills represents a strategy and a tactic of progress and expansion that contributes to determine the continuity of the company and its prosperity.

The acquisition of new skills is to be considered as the opening of new possibilities that can be realized in a new positioning on the market, renewing its structure and redirecting its objectives according to the specific needs of the moment.

At the same time, the availability of managerial skills is a qualifying element and a result of change and innovation processes aiming to build a solid and long-lasting path of development of SMEs. The strengthening of managerial processes seems to be a necessary condition, for a business, to position itself in production chains and chains of value creation that are increasingly integrated and extended.

The identification of a specific competences framework has proved itself useful to address the development of several professional profiles in the WISEs context. As detailed in Deliverable "D.T2.3.2_Knowledge management framework to address competences enhancement through training", the framework we presented and selected for this project is the European e-Competence Framework (e-CF), that highlights competences and attributes required in a specific role, or in the broader organisation. It measures both the soft skills and technical abilities of a professional.

Here are certain clear benefits of the e-Competency Framework [4] for the organisations:

- a common understanding of critical success factors and desired behaviours within the organisation;
- integration of organisational process to competences helps the interpretation of big picture concerns in day to day working;
- better management and effective decisions regarding cost intensive processes like selection, hiring and promotions;
- assessment, feedback and communication regarding performance becomes standardized thus facilitating a common culture.[5]

The adoption of the e-CF framework enables a shared use within the European Union, stressing the importance of managing staff training within businesses.

Indeed, as mentioned in Recommendation 9620/17 of the European Council, competency frameworks "contribute to modernising education and training systems and to increase the employability, mobility and social integration of workers and learners. They further aim at better linking formal, non-formal and informal learning and supporting the validation of learning outcomes acquired in different settings" [6].



4. EXPECTED IMPACT OF ICT PLATFORM AND COMPETENCE MANAGEMENT FRAMEWORK

This section contains a description of how the ICT tools platform and the Competence Management Framework will act on analytical processes.

The analysis frames the elements of improvement and the possibilities offered both in terms of operation and in terms of business (from time savings to the efficiency of some actions,...) and in general in term of goals already defined but not reached yet. In this section we would report what all the project stakeholder respond to the question: "Looking at the processes selected, the category of tools defined and the framework to manage competences, what are you able to do now? what kind of improvements could you reach?"

Figure 4 shows the synthesis of the reworking of the ideas emerged during the workshop held in Maribor.



Figure 4 Main outcomes emerged from interactive activity

In the next paragraphs we will enter into the dictation of the benefits illustrated in the image above, in the dictation the first paragraph illustrates the benefits deriving from the use of the vehicles conveyed through the marketplace while the second reports the benefits found in the use of the platform for the Competence Management.



4.1. Expected impact of ICT Platform

Figure 5 shows a focus on the expected benefits from the use of the ICT platform.

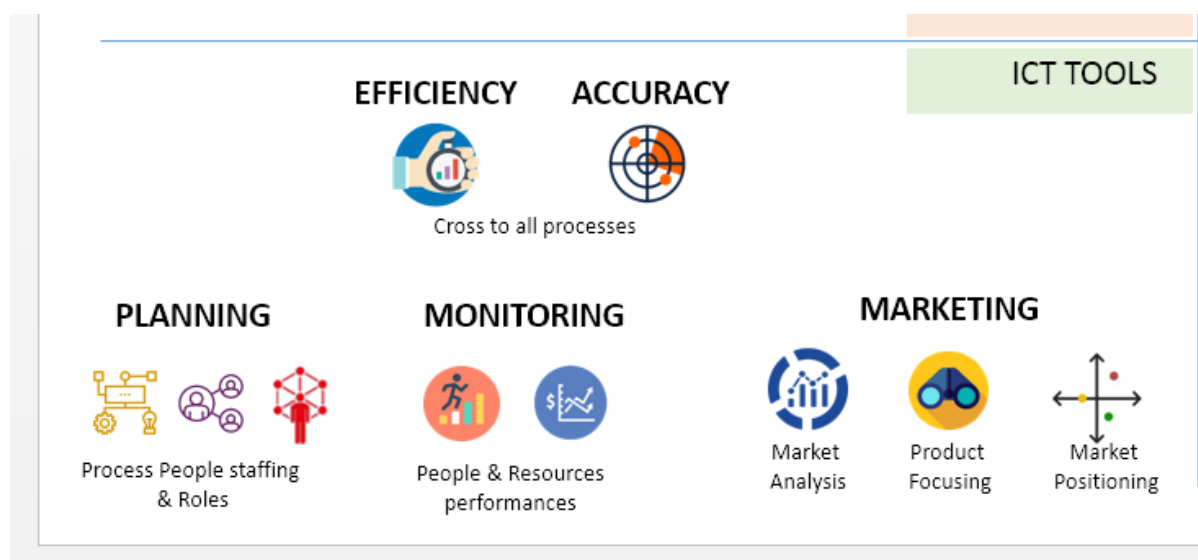


Figure 5 Expected benefits - focus on ICT tools

The first perceived benefit is related to the existence of an instrument that primarily acts as an aggregator of the offer, focused on a specific category of companies, the Marketplace. Its function is already to make a first selection of the market offer compared to a need for digital evolution. The Marketplace paradigm will enable competitiveness and attention to a market that is still not supported, will allow aggregation logic between the WISE and reuse of the experiences both of the specific instrument and of the digital transformation path.

The other aspect of value is that the gratuitousness of most instruments will allow companies to experiment with products before proceeding with their actual adoption; this will allow them to evaluate if they are actually the right solution for their needs. It is evident how much this possibility represents both a saving of economic resources and of time. The community review and rating mechanism of the community will further facilitate selection by providing a sort of benchmark.

The paradigm of the FREEmium fruition model will allow companies, which will identify in the specific tool a strategic lever for development, to switch to paid configurations where necessary and whose cost will then be justified by the use in the company.

Looking at the details of the benefits that the project partners have identified in the current configuration of the platform, the themes of the efficiency of the process activities and the improvement of the accuracy of the information managed are recognized as primary.

Compared to the first point, the benefits are perceived in a transversal way to all the processes emerged as relevant from the analysis phase. This benefit is particularly felt for the management of human resources, which is the founding resource of these companies.



Since the primary objective of a WISE is to employ disadvantaged people, the main task that the company is facing is that of managing the resources and the other implications deriving from the "particular" management that these resources require. It is clear to all partners that a tool to support the automation of some procedures is an obvious advantage. Likewise, this principle applies to other processes such as project management and in a broader sense of planning, where the perceived benefit translates into the ability to manage and plan activities, on a large amount of resources, in a more flexible and accurate way.

The theme of accuracy, which is transversal to the same processes, is also very felt as it allows the intermediary management line to leverage the information it receives. Leverage is enabled by the fact that the data can be considered consistent and reliable and in the second analysis become available and easier to access from different business areas representing a high evolutionary leap compared to a paper copy.

Then, looking at the Planning process, the perceivable benefit is due to the better ability to plan short and long term, which translates into a clearer vision of the structuring of the processes and the related resources; specifically for the theme of human resources, always at the center of attention for this type of business, a clearer vision of the role of the person is enabled within the project staff and in general of the structure, allowing managers to always have under control who is allocated on which project and also to verify its adequacy in terms of skills but above all professional eligibility.

Related to the process of Planning are the identified benefits as the ability to obtain an increase control of the company understood as the ability to monitor the performance of the people employed but also the resources used.

Monitoring implies the possibility of having a clear vision of what is happening and of identifying any corrective actions if the need arises and generally activating all the available levers to achieve the set objectives.

Finally, another field deeply felt by companies is that of marketing. Compared to this area, the main benefits are primarily seen in the possibility of having a structured approach to the management of marketing actions and secondly in being able to act more effectively on certain vertical aspects.

It has emerged that it is important for companies to make the analysis of the market effective in order to understand how they can fit into a context that in terms of image and culture puts them in a position of competitive disadvantage. Closely related to this aspect is the sensitivity relative to the ability to position itself on the market with its own identity and affirming its own business proposition and obtaining a slice of the market.

To close the circle there are the tools that will allow WISE to identify the proposition (the products and / or services) on which to focus the efforts.

In short, the perceived benefits are consistent with the results of the literature and range from basic concepts of automation of manual activity and on paper support to the ability to evolve the logic of governance and market strategy. In particular for the latter, the application support can not be separated from the development of appropriate skills that allow you to take full advantage of the tools.

4.2. Expected impact of Competence Management Framework

Figure 6 shows a focus on the expected benefits from the use of the Competence Management Framework.



Figure 6 Expected benefits - focus on Competence Management Framework

In this section, we examine the benefits perceived by the use of a framework for the development of skills. The possibility of identifying one's level of competence (with respect to a specific value retention for the company) represents in itself a high value in a context so poorly structured and in which the background of the persons involved is prevalently humanistic and social .

The possibility of immediately implementing a path of acquisition of skills through training modules completes the training experience and guarantees the best conditions for success. We have tried to associate the perceived benefits with specific skills that can enable the achievement of goals; referring to the framework used to instantiate the Competence Management Framework and looking at not only the competences that emerged during the analysis phase, but also the entire set of competences of the eCF 3.0 we have deduced the following results.

Going to look at the perceived benefits in detail, once again the theme of Human Resources is central: it is precisely around these that the results emerged. The development of skills helps to develop awareness of their role, within the project in the first, and within the structure secondly, then leading to the development of a conscience of its value for the company and above all the contribution it can make to the development of the same. Strictly linked to the latter is the development of a change of approach to the company grafting a new mindset. The change in mentality is seen as a strategic element because internally changing the perception of the company also changes the way in which they can then present themselves outside: a clear example is to perceive being a social enterprise as "limit" with respect to competitiveness of the market. The benefit that is mainly seen is the possibility of making an added value the social connotaiozne of the company, in terms of quality of service or good provided. The benefits described above can be traced to the development of skills A.9 Innovating, D.3 Education and Training Provision, D.9



Personnel Development, D.10 Information and Knowledge Management, E.5 Process Improvement, E.7 Business Change Management .

As previously introduced, the development of the application support is linked to that of skills and is particularly evident for the Sales and Management area in which the main expected benefit is the increase in business volumes and in general sales. The skills that can lead to these benefits are D.5 Sales Proposal Development, D.7. Sales Management, No. D.12. Digital Marketing.

Dual the sales capacity is the development of the ability to define business plans and in-house project profiles that allow the development of skills aimed at fundraising. Once again, it is evident that the search for funds and funding is fundamental for increasing and accelerating the introduction of disadvantaged resources in companies. The competence that can be taken as reference is the A.3. Business Plan Development.

Like human resources management, improving relationship skills and creating networks is essential for these companies. Cultivating and building relationships means pursuing the more social character of the company whose primary objective is passing from profitability and turnover but which continues to focus on the integration of workers. The ability to create networks and relationships implies the possibility of accessing business opportunities and expanding the commercial proposition but above all enabling the dissemination of practices and policies in which the disadvantaged worker is at the center. The effects attributable to these benefits are the E.4 Relationship Management and D.11. Needs Identification.

In the evolution towards a more effective management in terms of timing and roles, the development of management skills of suppliers is also a significant lever for companies. In conditions of limitations of professional resources and specific skills, outsourcing of some services can support the company as much as long as it is able to manage the service as a supply. In this way it is not necessary to have to know in depth the domain of the service that is required but it is essential to verify and monitor that the custodian respects the agreements and the defined service levels. The reference of competence can be identified in D.4. Purchasing and D.8. Contract Management.

Closes the scope of benefits linked to the acquisition of skills the opportunity to share constructively the main experiences acquired with a view to building a collaborative network, even if of potentially competitor companies, but which are actually part of the community that resides behind the platform.

4.3. New opportunity enabled



Figure 7 Expected benefits - Focus on opportunity enabled

As a last effort, we have asked the partners and, as reported below, to the companies, to give us evidence of what may be the actions they intend to undertake, imagining that they have filled all the limits and having, so to speak, freed up resources, are material that intangible.

The main element emerged is the possibility of devoting resources to the development of a new entrepreneurial approach based on the construction of links and development of cooperation primarily within the company and secondly towards similar companies but in general with the other realities of the market. The main perspective is that for these companies the activation of aggregated purchasing logics, the establishment of temporary groupings of companies is of greater value than the possibilities that are envisaged in terms of competitiveness driven on the market.



A further field of action and development is certainly linked to the development of new products / services to broaden the current offer as well as the possibility of facing new markets or revising one's proposition in order to determine where one's own offer may have succeeded or create conditions to reach it.

Another very important aspect is the possibility of devoting time and resources to activities of influence of the institutions and all those stakeholders who can contribute to favoring policies to support social enterprises. It therefore becomes a strategic lever in the same way as higher profits or a higher number of orders.

In conclusion, the other area on which the companies would like to dedicate themselves is to activate a path of strategic evolution of the company that implies a completely new approach to management no longer based on the management of the emergency but on a holistic view of the company.

At a quick analysis, it might seem that the new opportunities that can be pursued are the result of the only economies of time and resources, however, behind these opportunities fundamental both the development of skills and the acquisition of skills and secondly are fundamental.



5. CASE HISTORY – WISE’s experience

After having reported some examples of literature, which demonstrate how the digitalisation of a process and the acquisition of skills bring undisputed benefits within the company, (par 2.1) and after having received the feedback from the project partners (par 2.2) , in this section the reference cases of some Italian Slovenian and Croatian WISE are presented.

The goal is to report the experiences of the WISE, describing their activities and asking them to highlight the main difficulties or limitations that they face on a daily basis, highlighting how the INNO-WISE platform can support them.

We asked each WISE representative to give a brief description of their company and the elements that characterize it, the main needs both in terms of tools to support daily activities and skills.

In the last part then they show the primary achievements and potential areas of development, a kind of roadmap of strategic priorities.

The following the 5 cases:

- 1) Lombardy: il Giardinone
- 2) Lombardy: Spazio Aperto
- 3) Provincia Autonoma di Trento: Kine
- 4) Provincia Autonoma di Trento: Lavoriincorso
- 5) Croatia: Humana Nova

WISE name	<i>Il Giardinone - www.ilgiardinone.it</i>
Region of belonging	Lombardy
Reference person	<i>Laura Gallo, President and executive director</i>
General Description	<p><i>Il Giardinone is a Working Integration Social Enterprise, established in 1996, settled in Milano; involving today almost 50 workers and with almost 2 million of turnover.</i></p> <p><i>The mission of the Wise “Il Giardinone” is to create life-changing for marginalised and vulnerable people (handicapped people, with mental diseases, drug addict, alcoholic addict, with a jail experience and so on); through income generation for the associate workers.</i></p> <p><i>The mission is achieved by commercializing gardening, cleaning and burial services and selling them to a fee paying market or providing new services or product (i.e. Fungo Box) to the existing clients or new ones.</i></p>



	<p><i>Integrated social enterprise leverage tangible and intangible assets are for example expertise, relationship, brand and infrastructure and they are the basis from which to create our business.</i></p> <p><i>The vision is to realize the people's full potential and give them the opportunity to contribute to a prosperous and inclusive society.</i></p>
Main Shortages to be overcome	<p><i>The main limits that we face every day are related to all that implies the management of human resources in particular for those issues that do not strictly concern disadvantaged people. For the latter, skills and tools have been developed for support over time, leaving out the aspects linked to the growth and well-being of the resource as a worker inserted in an operational context.</i></p> <p><i>Looking at a broader point of view, the issue of conflict management is one of the main points of attention both in an horizontal way that in a vertical one.</i></p> <p><i>The management of internal resources, to date, is one of the activities that requires more time at the organizational level and that does not always guarantee a correct overview. Linked to this then there is the ability to plan and monitor daily activities that you can not always manage in a direct and accurate way, sometimes losing control of specific activity.</i></p>
ICT tool necessary	<p><i>The main needs are related to tools for the management of human resources that allow not only the management of administrative and accounting needs but also employee dossier and growth paths of people through advanced tools and consolidated approaches such as management by objective.</i></p> <p><i>Another need is related to tools that can support the planning of activities and the proper allocation of resources with the ability to monitor progress and generally have a more accurate vision and control of resources.</i></p> <p><i>Lastly, instruments are considered necessary to allow a better communication of the internal communication to enable alignment on projects and carry over to the higher managerial levels.</i></p> <p><i>It's also required to organize and structure a mapping of relationships (people and organizations) with details of the type of relationships (how often seen, how and how many contacts a month ...) with organizations and people and that directly or indirectly produce turnover / sales in order to find optimizing managers' time in relationships with external people</i></p> <p><i>From the point of view of skills it is necessary an improvement of the capacity to resolve conflicts and in general to create situations of well-being for employees. Fundamental topics are the development of business and relationships with all the actors who can contribute to the development of companies and therefore both institutional stakeholders and employees as well as suppliers</i></p>
Competence need to be developed	<p><i>Looking at the main skills that emerged from the analysis phase of this project, the main lines of competence development are related to:</i></p>



	<ul style="list-style-type: none"> • <i>the ability to produce documentation that contains clear and organized data that allow an overview of the activities and the overall impact. The availability of reports enables analysis and strategic evaluations. (cfr B.5. Documentation Production)</i> • <i>ability to correctly manage and address the people involved in the sales process and all the players involved in the supply chain, keeping active relations with potential partners and collaborators to make more effective actions and commercial propositions (cfr. D.6. Channel Management + E.4. Relation Management)</i> • <i>ability to set up and periodically verify the training needs of both administrative and operational staff and to correctly identify the training paths necessary for the acquisition of skills that leads to a vision of problem solving (cfr.D.9. Personnel Development).</i>
Primary goal achieved	<p><i>The first tangible benefit from the use of the tools is certainly the efficiency of the activities and the improvement of the quality of the available information that enables the ability to improve the monitoring and control of the activities. Time saving translates into quantitative benefits that can be seen in the increase in the operating margin on orders.</i></p> <p><i>The improvement of the ability to monitor and control activities and resources with the possibility of having a clear vision of the activities in which a resource is involved as well as of the general state of progress of the project. The acquisition of skills in the area of personnel development will lead to greater awareness of the roles and responsibilities of employees with respect to their activities.</i></p>
New opportunity enabled by the use of the platform	<p><i>Among the opportunities enabled by having filled the main limits are the possibility of spending more time research and development of products and services that can be more competitive in the market, devote more resources to the definition of training plans compared to a concrete plan and not limited to the acquisition of skills for the execution of tasks which emerges from the extemporary requirement. finally, the most interesting opportunity is to devote more time to the development of relationships and to the activity of influence of the institutional entities that can contribute to the definition of policies in support of social enterprises.</i></p>



WISE name	<i>Spazio Aperto Cooperativa Sociale - www.spazioaperto.coop</i>
Region of belonging	<i>Lombardia</i>
Reference person	<i>Pasquale Totaro - Project Manager</i>
General Description	<p><i>The cooperative was founded by a group of parents, operators and volunteers who had shared the daily problems of people in difficult situations, in particular, with serious psychic handicaps. Following the Law n. 381 of 8 November 1991 Spazio Aperto is transformed into a WISE, acting exclusively in the field of goods and services production, integrating disadvantage people into labour market.</i></p> <p><i>Spazio Aperto has found in multisectoral the key to ensuring its social and economic sustainability, marketing innovative services for the public and private market. Today it is a reality of over 700 people, between members and employees, with a turnover of over 16 million euros. Environmental services and cleaning services are still among the main business activities, but Spazio Aperto continues its innovation process, never abandoning the opportunities that the market offers.</i></p> <p><i>The challenge therefore is to keep our mission alive by offering quality services, mainly to private companies, in a market characterized by the presence of traditional companies among the main competitors.</i></p>
Main Shortages to be overcome	<p><i>Among the main difficulties encountered, there are those related to personnel management. The constant numerical growth of the last few years has shown inadequate management methods for personnel. There are difficulties in introducing technological innovations to staff who, on average, have low educational levels and little familiarity with technology.</i></p> <p><i>There are difficulties in reconciling the new staff with operational modalities that foresee the presence, in the working groups, of disadvantaged people. There are difficulties in monitoring the service management chain, caused by the high dispersion of workplaces, carried out mainly at customer sites.</i></p> <p><i>Another difficulty is related to the production, systematization and sharing of documentation relating to contracts and its operational management. Useful documentation to analyse the progress of the order, quickly provide for non-compliance situations and carry out customer service or commercial activities.</i></p> <p><i>From the point of view of Project design, there are difficulties in tackling the elaboration of complex projects. The growth of the Cooperative has provided it with sufficient requisites to enable it to participate in public or private competitions of a higher level, which require the search for innovative solutions, service design and specific technical skills.</i></p>
ICT tool necessary	<i>Tools that can meet our needs are those that can help middle management manage the activities to be carried out with the various customers in a more</i>



	<p><i>precise and rapid manner. Both as regards the activities to be carried out within the channel management, and for the management and control activities of the personnel assigned to the performance of the services.</i></p> <p><i>The tools that can facilitate the staff office to manage the attendance of all employees in an automatic way are also useful.</i></p> <p><i>From the design point of view, tools are needed that can improve the design quality of project proposals, the possibility of using tools that define activity flows and work shifts.</i></p> <p><i>From the point of view of skills, it is necessary to improve teamwork skills within mixed groups with disadvantaged people. Improve the skills of middle management to manage group of workers and solve conflict situation. Ability to develop relationships and networks.</i></p>
Competence need to be developed	<p><i>Based on the analysis of the previous points, the main areas of intervention can be as follows:</i></p> <ul style="list-style-type: none"> <i>• The ability to manage the services provided in a more effective, efficient and shared way (A.4 Product / Service Planning, B.5 Documentation Production, D.6 Channel Management);</i> <i>• Strengthening the managerial skills of middle management and staff soft skills, especially with regard to team work and conflict management (D.3 Education and Training Provision, D.9 Personnel Management);</i> <i>• Design, development and use of technological tools for the management of complex projects (E.2 Project and Portfolio Management)</i>
Primary goal achieved	<p><i>Among the main goals achieved we can identify:</i></p> <ul style="list-style-type: none"> <i>• Time saving in the ability to solve problems that occur in the company's activities. (for example: if the lack of cleaning products is reported in a building of the customer, the notification passes at the same time from the service manager to the warehouse that will prepare the documentation for sending and to the administration that will proceed to any purchases in case excessive stock reduction).</i> <i>• Improvement of service quality. (eg: a better knowledge and awareness of the service staff has reduced the conflict situations and has entailed a greater identification of people in the values that the Social Cooperative expresses.)</i> <i>• Increase of design quality. (eg: In a service delivery project to a company it was possible to prepare the offer in less time, thanks to the ability to calculate staff shifts quickly, and using graphic options that have improved the final quality of the project.)</i>
New opportunity enabled by the use of the platform	<p><i>There are mainly three themes that can be enabled by using the platform:</i></p> <ul style="list-style-type: none"> <i>• The greater efficiency in terms of time-savings can increase the scalability of the service and therefore reduce the weight, in terms of cost, of the general expenses on the services provided. Social cooperatives that work within a competitive market generally have higher unit costs. For example, a service manager can follow a few more customers if he can eliminate the processing of a series of documents by hand.</i>



	<ul style="list-style-type: none"> • <i>On management, the reduction of problematic situations or conflicts allows more time to consolidate networks of relationships and elaboration of business strategies.</i> • <i>On design, the ability to present more complex, and usually multi-year projects, frees up the ability to devote more time to research and experiment with new service opportunities.</i>
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WISE name	<i>Kinë scs - www.kine.coop</i>
Region of belonging	Trentino Alto-Adige
Reference person	<i>Michele lanes, Communication department head</i>
General Description	<p><i>Kinë scs is a Working Integration Social Enterprise (type-b Social Cooperative), established in 2006, settled in Trento, involving today around 15 workers.</i></p> <p><i>The mission of Kinè scs is to create work opportunities for people with physical or psychic disadvantage. Kinè scs has opened a laboratory in the public jail of Trento, where around six workers are employed. Women victims of violence are the other main target for the social work.</i></p> <p><i>Our sectors of activity are communication and design (corporate and brand identities, online and offline communication tools) and digital archives.</i></p> <p><i>The vision is to realize the people's full potential and give them to opportunity to contribute to a prosperous and inclusive society.</i></p>
Main Shortages to be overcome	<p><i>Our main shortages today are:</i></p> <ul style="list-style-type: none"> • <i>lack of continuity in the assignments from the public administration, which makes problematic to plan development for the future;</i> • <i>difficulty to involve more disadvantaged people due to the complexity of our works;</i> • <i>several organization difficulties, related to the small dimension of the cooperative (few people for many things) and to the bureaucratic environment.</i>
ICT tool necessary	<ul style="list-style-type: none"> • <i>Project management tools, designed for social companies but also with an enterprise approach (project tracking, phase of work, contacts database, team work);</i> • <i>Human resources tools, to improve monitoring of disadvantage people and also ordinary workers.</i>
Competence need to be developed	<ul style="list-style-type: none"> • <i>planning of activities, not only in the short but also in the mid-term period;</i> • <i>improved communication with clients / user support;</i> • <i>informatics competencies, especially for disadvantage people and not qualified workers;</i>



	<ul style="list-style-type: none"> • <i>personeel management.</i>
Primary goal achieved	<ul style="list-style-type: none"> • <i>overview of company activity is now more realistic and clear, thanks to project management tools which can describe the operative and financial status of the Wise in a more accurate way;</i> • <i>Human resources are now better organized, and disadvantaged people are better assisted: a gain for productivity and company well-being.</i>
New opportunity enabled by the use of the platform	<ul style="list-style-type: none"> • <i>a better monitoring of activities, incomes and tasks can limit the discontinuity of assignments and help the future development;</i> • <i>Human resources organization and skills improvement make possible to wide the services/product offer and create an ideal environment for innovation and advanced social activity.</i>

WISE name	<p><i>Lavoro SCS (Lavori in Corso SCS Onlus + Lavoro SCS)</i></p> <p><i>http://www.lavoriincorso.tn.it</i></p>
Region of belonging	<p><i>Trentino Alto Adige.</i></p>
Reference person	<p><i>Ornella Filosi - Services supervisor and Vice President in Lavori in Corso SCS Onlus</i></p>
General Description	<p><i>Lavori in Corso SCS is a Social Cooperative that works in the field of Working Integration. It was established in 2000 in Breguzzo (Trentino Alto Adige - IT); it involves today almost 50 seasonal workers and 100 permanent employees, and it has a revenue of 2 million euro per year.</i></p> <p><i>Lavoro SCS is a Social Cooperative who works in the green fields and involves about 50 permanent employees and 350 seasonal workers, with a revenue of 4 million euro per year. It's settled in Zuclo and it exist from 1999.</i></p> <p><i>From 1 January 2019 those two WISEs will become a single one called Lavoro. It will be a social enterprise of type B, according to the Italian law 381/1991. It means that the aim is the work integration for people who has disadvantages. It also means that this kind of enterprise will be inclusive and multi-stakeholder, and that it has a non-profit policy.</i></p> <p><i>The mission for the new cooperative Lavoro remains the one that has animated those two old ones: to find a job for persons who are in a situation of disadvantage.</i></p> <p><i>The mission will be achieved, most of all, with the professional cleaning and green care services. There are also some minor activities, that are heredities</i></p>



	<i>of the two originating WISEs, too: we run a kitchen, in which we produce catering services, and we have some recycling projects in local dumps.</i>
Main Shortages to be overcome	<p><i>For a social enterprise, one of the main difficult is the real involvement of the different stakeholders in political decisions of the organization. It's also difficult to receive inputs and consistent suggestions by members and employees.</i></p> <p><i>Often, we need some information by the base of the organization (for example daily reports, presence...), and those info will be more comfortable and exact if the workers were able to use simple ICT or application, but they aren't. It's important for us to develop some tools for helping them in giving us the correct information.</i></p> <p><i>Another difficult that we meet every day is the fact that we have to take care of different activities, and to deal with many different stakeholders (client, members, employees, disadvantages employees, local services, politicians etc). We can't focus on one single question, because every day there're a lot of different issues to solve.</i></p>
ICT tool necessary	<p><i>It will be important to have a tool for the management control of the organization (for having updated costs centers).</i></p> <p><i>In our experience we have built our own program (starting by MS Access) in which we can put a lot of information (about workers, costs and revenues etc) and having a lot of answers, but it needs to be more performing (for example in giving us information about employees, members etc, also for statistics questionnaires, social balance and so).</i></p>
Competence need to be developed	<p><i>The main competence that need to be developed are:</i></p> <ul style="list-style-type: none"> • <i>Project and Portfolio Management</i> • <i>Product/Service Planning</i> • <i>Sales Management</i> • <i>User Support</i>
Primary goal achieved	<p><i>The primary goal that can be achieved are:</i></p> <ul style="list-style-type: none"> • <i>Finding more performing tools that help us to save time for having right information</i> • <i>Improving control of activities</i> • <i>involving and give responsibility to the stakeholders</i>
New opportunity enabled by the use of the platform	<i>If the tools that we obtain by the platform will be able to save our time, the actions that we will pursue are: reflections on future strategy of the organization; planning of services; deepening of certain issues (for example legislations and rules); relations with customers; performance audit.</i>



WISE name	<i>Social Cooperative Humana Nova - http://www.humananova.org</i>
Region of belonging	<i>Croatia</i>
Reference person	<i>Nemanja Kantar - sales and promotion</i>
General Description	<p><i>Social cooperative Humana Nova has a mission to create more sustainable and righteousness world through protecting of enviroment and social inclusion. Our activities are connected to reuse, recycle and upcycle of textiles and producing new textile products. Most of our employees are from marginalized groups, while 65% of them are people with dissabilities. Our main difference for our customers is higher price and longer estimated delivery date.</i></p> <p><i>We are present on market for 7 years and in this time we managed to collect over 2000 tons of textile waste and while adding a value to it we employ 49 people across Croatia.</i></p>
Main Shortages to be overcome	<i>We want to overcome effectiveness issues and increase our knowledge in placing a product on market.</i>
ICT tool necessary	<i>Humana Nova could work better with its own digital system for keeping track of donations, materials, offers, receipts and more, which will contribute to better coordination between sectors and reuse centers. This system would be crucial for development of marketing and sales strategies</i>
Competence need to be developed	<p><i>The main skills development needs are related to:</i></p> <p><i>A.4. Product/Service Planning</i></p> <p><i>A.6. Application Design</i></p> <p><i>D.3. Education and Trainig Provision</i></p> <p><i>D.12. Digital Marketing</i></p> <p><i>E.2.Project and Portfolio Management</i></p> <p><i>E.4. Relation Management</i></p>
Primary goal achieved	<p><i>Humana Nova knows how to use its resources more effective and is present in media and digital platforms.</i></p> <p><i>Humana Nova calculates and presents information to team members who then bring adjustments to help improve effectivnes.</i></p> <p><i>Humana Nova invests in marketing.</i></p>
New opportunity enabled by the	<i>Humana Nova will save time and resources by upgrading effectiveness of all workers and increase revenue and importance of organization in lobbying for more green and more fair future.</i>



use of the platform	
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6. CONCLUSIONS

This section shows the results of the analysis and of how the addressing of the shortages enables a list of action that goes from the pure process activity to something more general related to the company organization or the way they will be able to address the business challenges.

The strategy that the working group has defined, consistently with the results of the analysis phase and the results of the meetings with the main stakeholders of all the regions involved, is fully realized in the tools that will constitute the fundamental elements of the platform: the marketplace and the so-called eLearning Portal.

The tools, which will populate the Marketplace, will be able to support WISE in the process of digitizing processes and developing their application support.

Literature and the market highlight how the Digital Transformation processes positively impact companies introducing benefits not only at the process level but also organizational and business domination.

Operational benefits, linked to the efficiency of the activities and the improvement of the quality level, are accompanied by the benefits deriving from the synergies and cooperation at the organizational level.

The transformations at the organizational level are closely linked to the ability to define and convey them. The possibility of acquiring those specific skills guarantees the best conditions for success.

The workshop with the project partners has brought out their point of view, which is confirmed in line with the reference literature, and has made it possible to detect how the benefits described above are concretely configured in the reality of the WISE.

The cases of the WISE representative of the regions participating in the experimentation have defined a framework in which two cluster princes are distinguished: that of the WISEs of Lombardy and that of the remaining regions of the project. This differentiation is mainly due to the fact that in Lombardy there are many companies with a number of employees and operating volumes that are significantly higher than the average of the companies of the other regions participating in the project.

Most of Lombardy companies are mainly characterized by the need to evolve their information systems in order to efficiently process existing data and make an evolutionary leap. Operating volumes are high and also the number of resources managed as well as projects. The main needs are related to the reduction of manual activities and the improvement of the availability of accurate and accessible information across the company. Another improvement front is linked to the development of the business in terms of an increase in turnover but above all an increase in the number of disadvantaged people to be included.

The WISEs of the other regions involved in the project, Trentino, Slovenia, Croatia and Poland, are characterized by a limited number of resources that they employ, are therefore small and their main requirement is to be able to position themselves on the market as a concrete proposal business. This need translates into the need to increase skills and tools to improve the identification of its potential target and the ways in which to enter the market. The support requirements for the processes are limited to basic office automation and basic marketing tools.



The main benefits expected from the adoption of ICT tools are, in a transversal way to all the processes, the efficiency of the operating procedures the greater accuracy of the information managed and accessible by all the business divisions. Going to the details of the processes, in the Marketing field we see clear benefits in the possibility of improving the market analysis, the focusing of the product for a certain type of need and the positioning in the market.

Planning support enables greater control of all phases of the processing activities, helps the manager to define and clarify roles and tasks of resources within the single project and, at the same time, the resource to acquire awareness of its role to the within the company.

It emerges that the adoption of tools to support the process enables a greater ability to monitor both financial and personnel resources and to activate possible corrective actions.

The issue of human resources management remains fundamental for this type of company and if, from the point of view of the use of tools, the benefit is mainly felt from the point of view of the volume of activity and the greater accuracy in the management of information , acquires greater relevance from the point of view of skills.

The ability to manage and define paths for growth and development of skills shows the main benefits in the development of skills aimed at interaction, management and professional growth. The ability to assess one's level of skills creates greater awareness of role and value for the company, enables the development of a new entrepreneurial mindset and the development of a vision that fosters innovation and evolution.

Equally important is the ability to develop access to funds and calls for funding, the creation of networks for cooperation and to cultivate relationships. The management of suppliers and the re-use of the experiences of comparable companies is seen as a strategic lever for entrepreneurial development.

The opportunities enabled, from having filled and exceeded the main limits detected, are related to the possibility of focusing on Business Improvement activities, namely:

- Building a new model of cooperation between the different business divisions based on a holistic approach to management
- Cultivate and build networks for business development and aggregate purchasing logic and implementation of shared services
- Development of new markets and development of new products
- Actions to raise awareness among institutions aimed at developing policies to support social enterprises
- Development of a new business management approach based on consolidated managerial models aimed at developing a social vocation.

The next deliverable "DT2.4.2 List of variables describing WISE environment related to best practice and valuable guidelines " concludes the activities of AT2.4.4 as well as of the OR2 and the objective of identifying the possible configurations of the instruments of the platform according to the context variables that are relevant for the WISE.



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