



FEEM SUSTAINABLE BUSINESS AND SOCIAL CHANGE INITIATIVE: BETWEEN “RESEARCH ACTION” AND “REFLECTIVE PRACTICE”

Fondazione Eni Enrico Mattei

Ilaria Lenzi, April 02, 2015

What is SBSC-I?

FEEM SBSC-I is both a collector of experiences and an incubator for new projects and research topics on **private sector contribution to sustainable development**, historically at the core of FEEM's research activity.

OUR GOAL

Identifying and understanding social change - becoming an observatory on the most relevant issues linked to sustainability, able to track and map the international and national best practices – and to support organizations with innovative insights and pilot projects.

OUR FOCUSES

- investigating the private sector's role and contribution to sustainable development
- enhancing and developing both traditional and innovative Sustainability processes and activities within companies and other organizations.



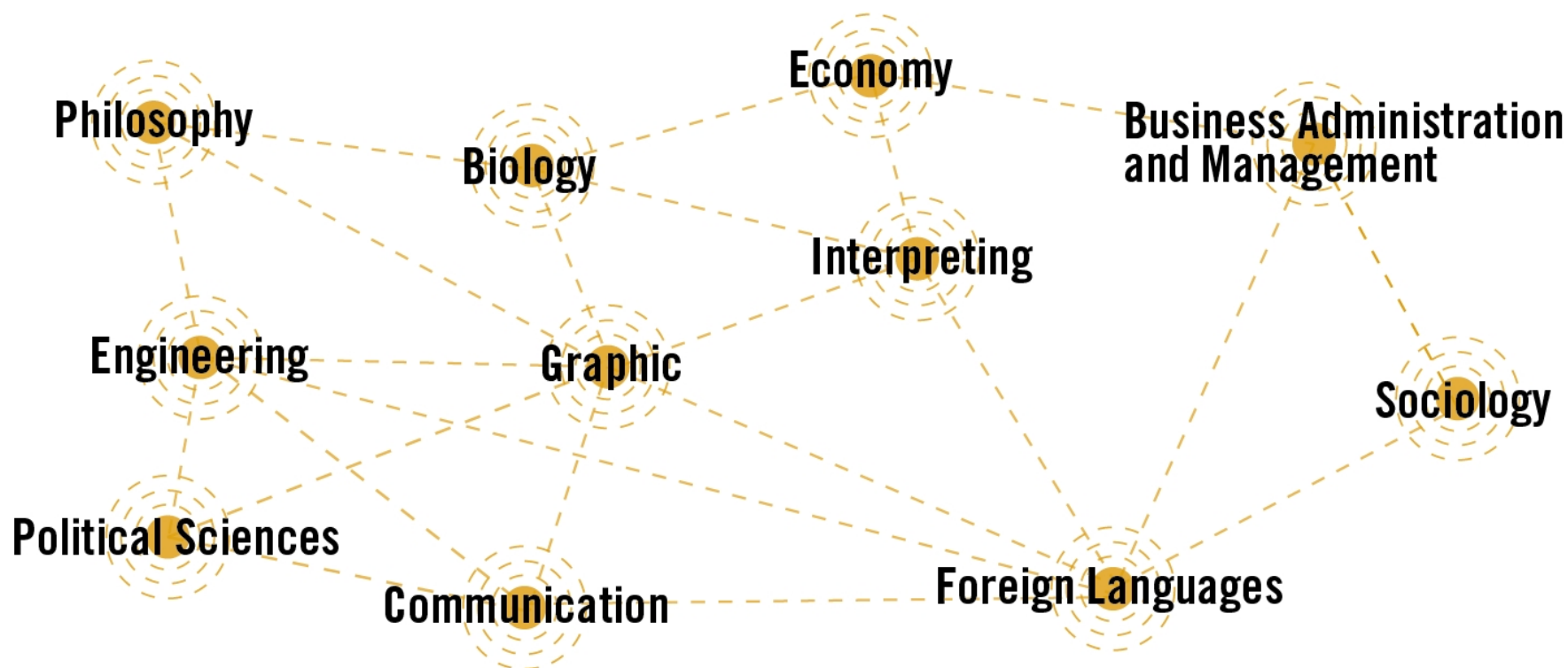
What we do

FEEM SBSC-I aims to transform research perspective and insights into action through a multidisciplinary approach and the acknowledgment of complexity of sustainable business.

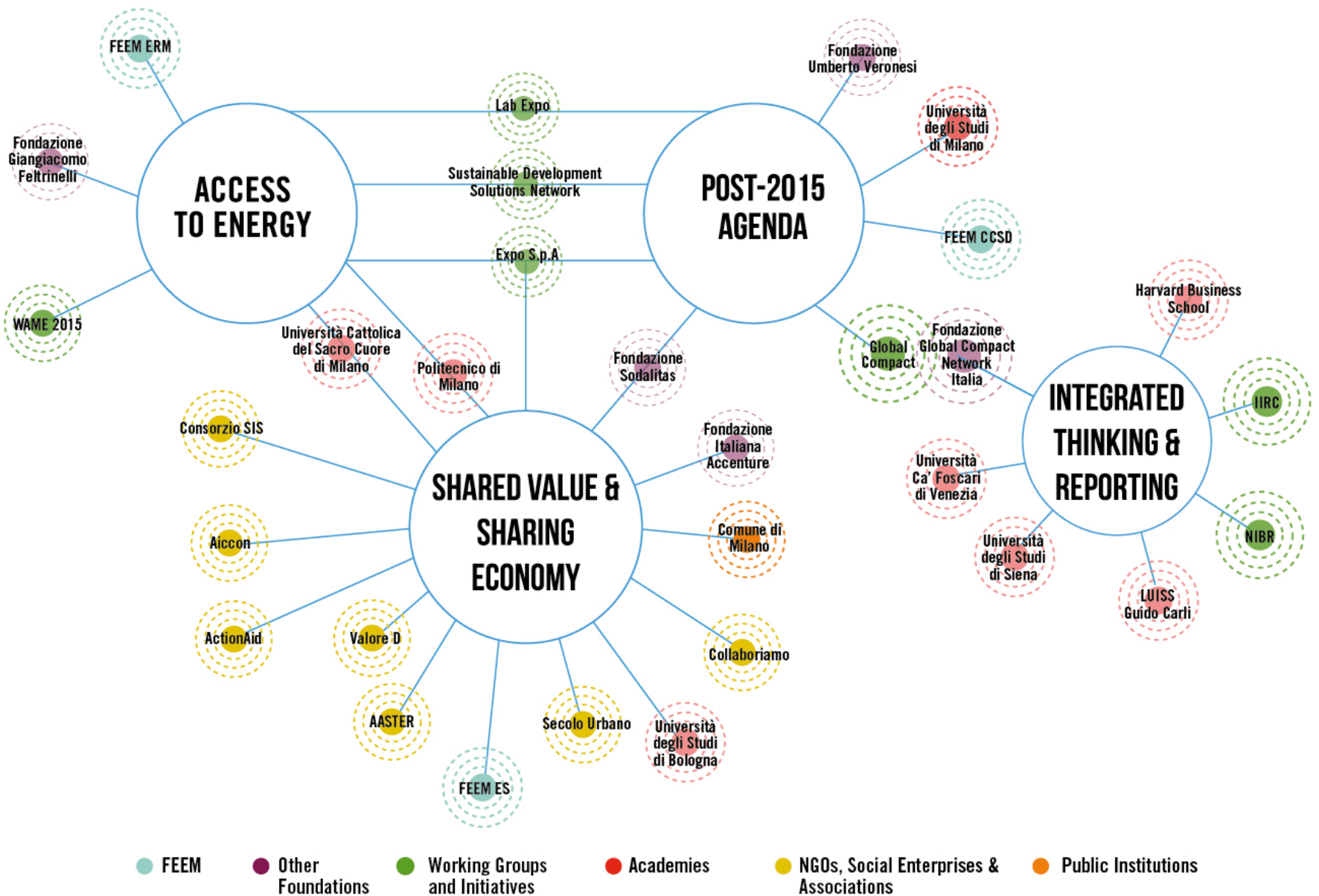
- **Research** - In-depth analysis on sustainable business, with a focus on: international agenda on sustainable development (Post-2015); “shared value” as a driver of socio-economic innovation; integrated thinking and reporting; gender equality and women empowerment; energy poverty and access to energy.
- **Research in action** - Support to private and public organizations in sustainability strategic planning and reporting processes; design of internal and external sustainability communication strategies, with a focus on digital media, stakeholder mapping and engagement; organization of workshops and seminars on emerging sustainability issues.
- **Networking and dissemination** - Promotion of local and international partnerships among organizations, associations and NGOs and participation to institutional initiatives and networks on sustainable development. Dissemination to a wider public of the research on the private sector contribution to global and local sustainability developed by FEEM.

How we do it: our people

- **Coordinator:** Sabina Ratti
- **Deputy Coordinator:** Ilaria Lenzi
- A core team composed by 5 researchers from different backgrounds, most of them under 30.
- A network of junior and senior researchers, with various skills and expertise.



How we do it: our network



Where we started from: Eni Sustainability Project

Since its creation, FEEM has been supporting **eni** in its sustainability path.

In 2006, **eni** and FEEM worked together to the **eni** Sustainability Project aimed at fostering **eni**'s sustainability path on the most relevant issues within the energy sector.

In order to support the Company both in communication and strategic activities, FEEM combined its experience in reporting and accountability, and in research and analysis of sustainability scenarios, offering:

- advice on sustainability communication mix, including Integrated reporting, web tools & multimedia;
- benchmarking on sustainability communication trends, sustainability models and key performance indicators;
- state-of-the-art analysis and future directions of sustainability topics and scenarios;
- territorial development and cooperation models.

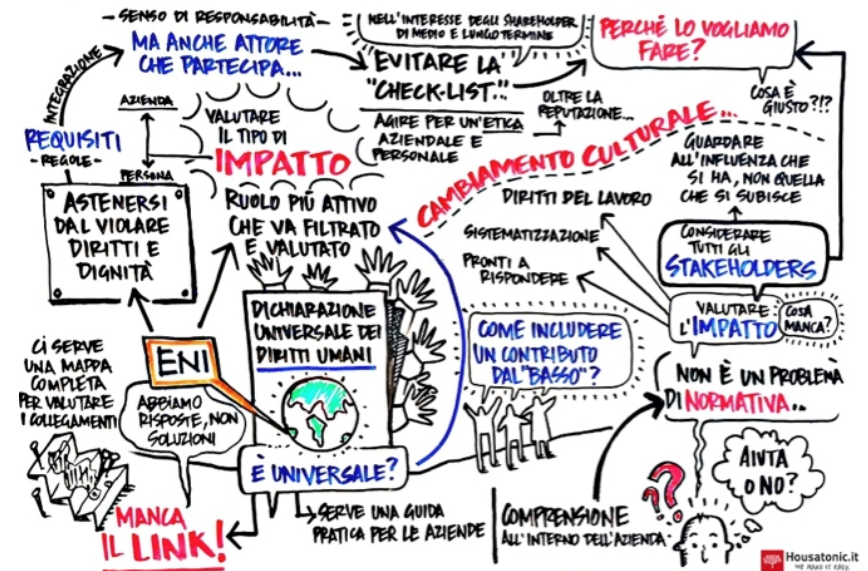


**The project went beyond: we gave and we got more than we expected.
This is why SBSC initiative has been launched.**

«Reflective practice»: Shared Value path (1/5)

On April 5, 2013 **eni**, in collaboration with Fondazione Eni Enrico Mattei, organized the seminar "Creating Shared Value: Towards a new relationship with the citizen consumer". The initiative was aimed at bringing together different **eni** functions and making them to discuss about the importance of dialogue with stakeholders in a different production, distribution and consumption framework, and in a new citizenship model.

- How could the company integrate stakeholders' changing perspectives into business?
- Which solutions are able to innovate businesses' way of operating?



The results emerged from the workshop are represented by the keywords «Collaboration», «Participation» and «Sharing»

«Reflective practice»: Shared Value path (2/5)

In December 2013, **eni** launched Enjoy, Milan's car sharing service. It represented a new step forward towards a real connection between creating shared value and doing business. It is an example of innovative sustainable business solution that improves the quality of life of the growing urban population – transforming cities in “smart cities” - while providing business opportunities for the company.

“Thanks to Enjoy, we have expanded the boundaries of user mobility in an efficient and sustainable way, with cars with low environmental impact, which in some cases will be used instead of more polluting property cars. I'm sure that Enjoy will give a significant contribution to improving the circulation and the environment in Milan”

(Paolo Scaroni)



“Collaboration” and “sharing” became the core of a new business idea, an example of innovation generated by a big player, a business case for a public-private partnership.

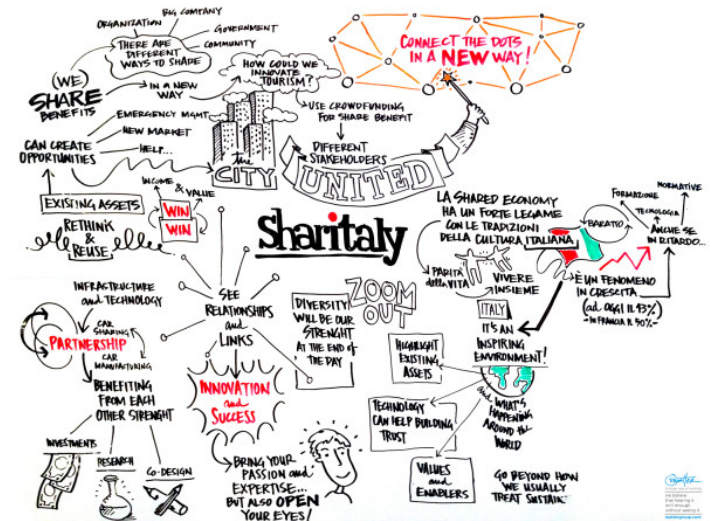
«Reflective practice»: Shared Value path (3/5)

Observing how social change can lead companies to new and innovative forms of business and *vice versa*, FEEM SBSC-I decided to inaugurate a new research path aimed at understanding the “**sharing economy**” phenomenon as driver to **rethink the companies’ business model**.

On 29 November 2013 we organized - in collaboration with Catholic University of Milan and Collaboriamo - **Sharitaly**, the first event on the sharing economy in Italy.

The event gathered **more than 300 people** – from collaborative startups, businesses, social enterprises, and public administrations - to discuss about the opportunities of the collaborative economy and to give new answers to the challenges presented by the current economic, social and environmental context.

sharitaly



«Reflective practice»: Shared Value path (4/5)

In April 2014, FEEM SBSC-I launched **Sharexpo**, an experimental path of sharing economy during Expo 2015 that aims to make Milan a model of Shareable City worldwide.

Expo 2015 has been considered to be the perfect stress test of collaborative dynamics in the metropolitan city of Milano as an European “shareable city”, showing that Italy is a fertile context for the spreading of sharing economy.

- **April 2014:** involvement of a pool of Experts that drove the drafting and the publication of a **Guideline Document** which helped in identifying strengths and weaknesses of a wide implementation of the sharing economy in the city.
- **December 2014:** **Municipal Deliberation** which officially announced the support of City Council of collaborative activities.



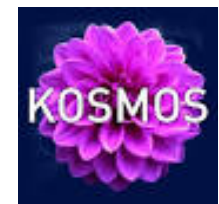
Milan will be one of the main European «shareable cities»

«Reflective practice»: Shared Value path (5/5)

FEEM SBSC-I proceeded to co-create – with the collaboration of a varied group of organizations and other social actors – projects aimed to the application of sharing economy to the community welfare system, and to **search for both to national and European funding opportunities.**

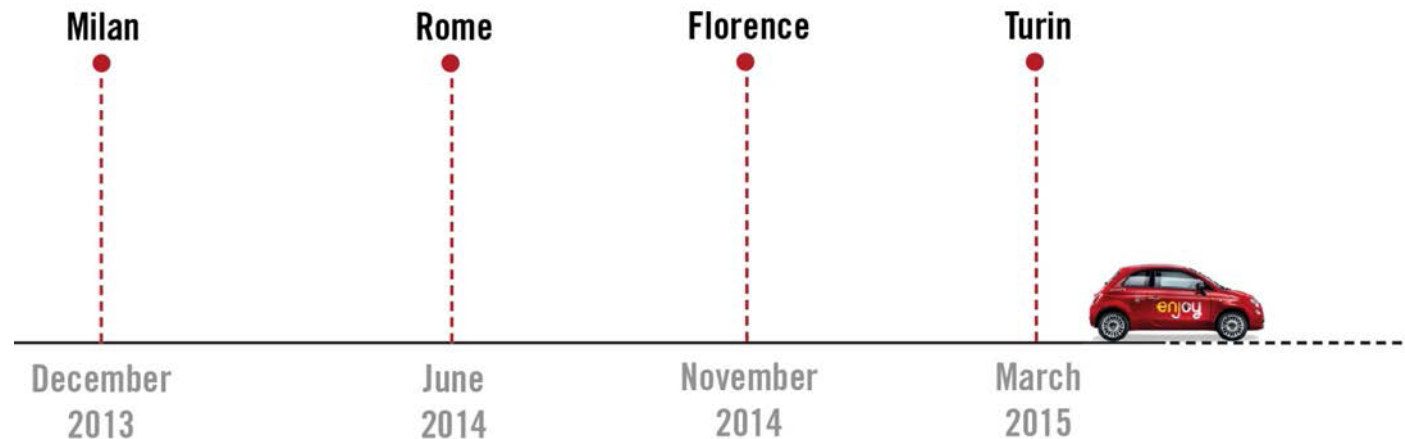
Proposals to:

- **Fondazione Cariplo “Welfare in Action” Call for proposals**, with “Milano Condivisa” project aimed at applying the sharing economy to welfare, through the definition of collaborative services. In 2015, we will apply to the second phase with a project based on promoting welfare services addressed to women, as a driver of creating value for the whole community.
- **Kosmos 2015 Seed Grant**, with an initiative on the dissemination and promotion of community welfare best practices both in Italian and European urban contexts.
- **Horizon 2020 (INSO 5 2015)**, with a project aiming at the dissemination of the potential of sharing economy when applied to welfare services.



In the meanwhile...

Enjoy revealed to be a successful business:



- **3 cities:** Milan, Rome, Florence, Turin (new)
- **250.000** clients subscribed (**26.000** clients in the first month)
- **2.500.000** rentals registered since its launch (**35.000** rentals in the first month)
- **1500** cars
- **14.000.000** Km travelled

Although eni changed its strategy, focusing on the Oil&Gas core business, a new research topic and network has been developed!

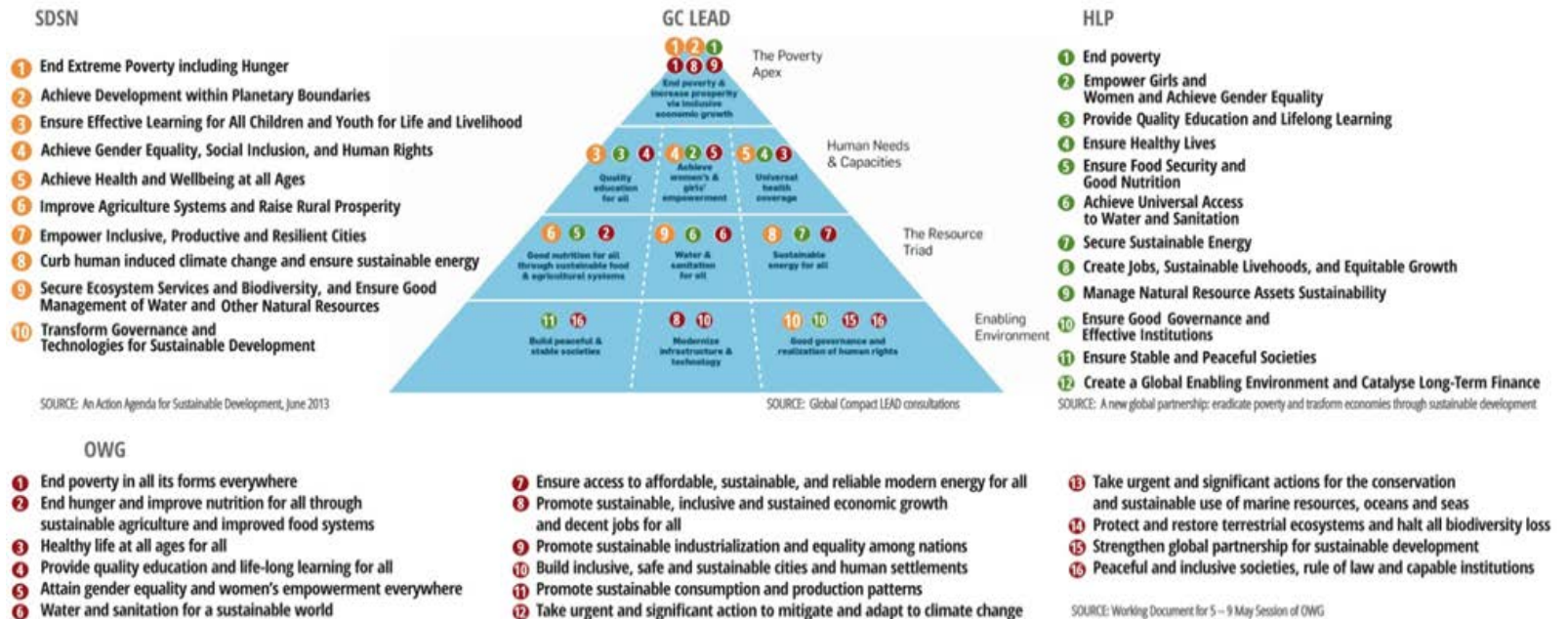
«Research in action»: Agenda Post-2015 (1/3)

Thanks to the close relationship with eni, SBSC-I had the opportunity to access to the Post-2015 debate and to deepen the role of private sector to sustainable development.



«Research in action»: Agenda Post-2015 (2/3)

In 2014 SBSC-I carried out a comparative analysis titled “The role of the private sector as a key to the definition of the Post-2015 Agenda: a comparison among the main international frameworks on Sustainable Development” in order to examine analogies and differences among the various approaches taken by the UN networks to define the new Sustainable Development Goals (SDGs) and the main issues related to business action for sustainable development.



«Research in action»: Agenda Post-2015 (3/3)

Starting from the results of the SBSC-I comparative analysis on Post-2015 frameworks and from its in-depth studies of the main outputs of UN working groups, **eni** gained the scientific basis to contribute actively to the consultation activities and initiatives on Development Agenda.

- As member of the UN Global Compact LEAD “Post-2015 Development” working group, the integrated version of the Pyramid on Development Agenda proposed by SBSC-I was published in the **working paper on the «Role of business in supporting the Post-2015 Agenda»**
- We supported **eni** in the so called «**Big project**» launch, promoted by GRI, UNGC and WBCSD, to realize an implementation guide that will support businesses in assessing their impacts, aligning their strategies with the SDGs and setting company goals.
- We constantly promote the **dissemination on the potential connection between business and SDGs** within the main national networks and initiatives (Chart of Milan, GCNI Foundation, Science for Peace, CONCORD Italia, Politeia etc.)



Science for Peace



Networking and dissemination: Access to Energy (1/4)

FEEM has always been committed on the issue of “access to energy”, and through the “Energy Resources and Markets” research program, has conducted in-depth research on the topic.

Over the years it has drawn up partnerships with Academies and international Institutions, acquiring **deep knowledge and experience on the multi-dimensional aspects related to energy poverty** and on the **factual contribution that companies can provide to take on it**.

FEEM organizes **seminars** and divulgate **influential research essays and working papers** which opened new perspectives on access to energy issue among the scientific community.

On 12-13 June 2012 FEEM organized the **International workshop on “Energy Poverty and Access to Energy in Developing Countries”** at FEEM’s Venice Headquarter.

Networking and dissemination: Access to Energy (2/4)

On last 10-11 July, FEEM and Lab/Expo, in collaboration with **eni**, organized the workshop **“Energy Poverty and Energy Access: Global Challenges and Goals”**, with the participation of outstanding personalities from different organizations, Academia, enterprises (profit and non-profit), International Institutions and NGOs.

1th Day

Presentations of the experts on the dimensions and scenarios of energy poverty, its impacts and consequences.

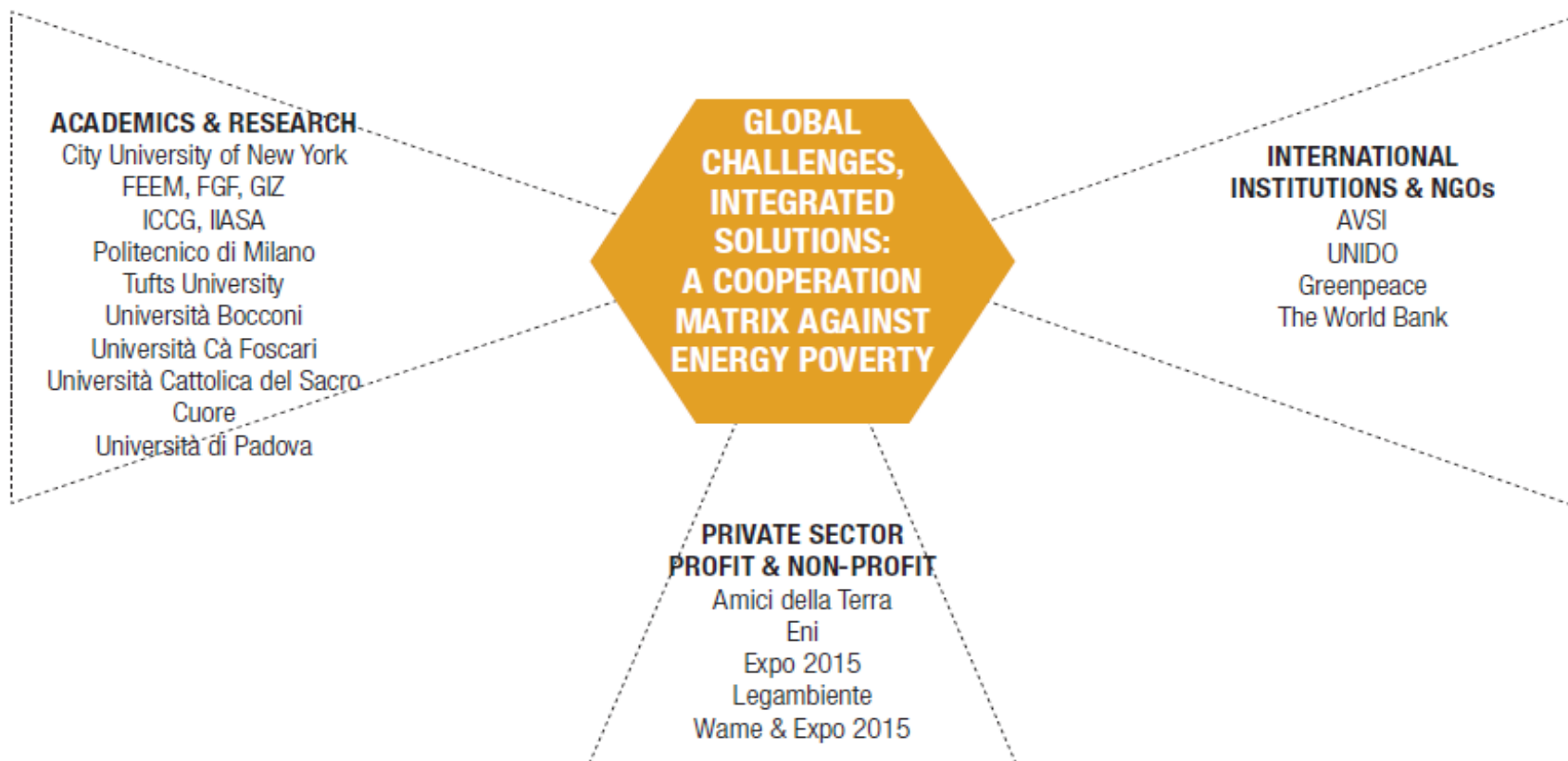


2nd Day

Participatory workshop which led the experts to disaggregate the problems and dimensions of access to energy.



Networking and dissemination: Access to Energy (3/4)



Networking and dissemination: Access to Energy (4/4)

The main outputs of the workshop were:

“Access to Modern Energy: a Review of Impact Evaluations”

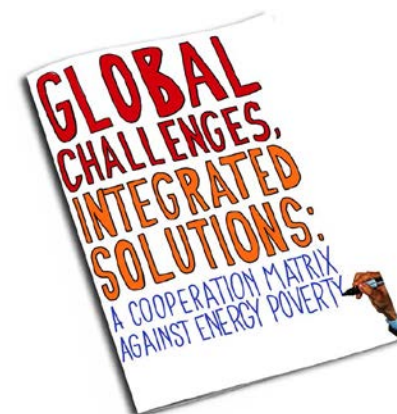


The working paper attempts to review the literature on existing impact evaluation of access to electricity and modern cooking facilities.

*By Jacopo Bonan,
Stefano Pareglio e
Massimo Tavoni*

«Global challenges, integrated solutions: a cooperation matrix against energy poverty»

The document includes a “**Policy Recommendations and International Experts Suggestion Matrix (PRISMA)**”, a tool aimed at collecting all the key points arising from academic papers, case studies and best practices presented by speakers.



The publications were presented during the **Second International Meeting «Four ways to feed the planet. Is a different future possible starting from Expo Milano 2015?»**. It represented the first step towards the Chart of Milan.

What we learned – from OR/OR to AND

Research/Action_Reflective Practice is hard work!

- **Great opportunities:** an extraordinary access to data and information, deep analysis of real business cases, opportunity to understand complexity.
- **Great risks:** Superficial/empty research and too sophisticated, unapplicable contribution to business/policy.

We were used to choose between research and practice.

Now we need an «**AND**» approach...and the world too!

What we need to do – Integration and Global Perspective

We need to work on:

- **More integration** within FEEM (new projects, new collaborations, new skills on board);
- **Selection of research topics** for in-depth analysis (end of SBSC-I «start up» phase);
- **Going global** with research networks to improve accountability and find new opportunities;
- **Improving relationship** with **eni** and other companies/organisations;
- **International fundraising** to assure sustainability of research overtime.