**PhD in Management, Production and Design**

**Research Title:** Innovation in modeling organizational workflow in cooperatives through the Systemic Design approach

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<th>Funded by</th>
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| Contact | For information about Systemic Design:  
http://www.systemicdesign.org/  
https://en.wikipedia.org/wiki/Systemic_design  
https://www.youtube.com/channel/UCQSHdMlgXg-GuSbay8TUqQ |
|---------|--------------------------------------------------|
|         | For information about the company:  
http://www.coopagridea.org |

| Context of the research activity | In Italy, type B social cooperatives were established to meet the employment needs of socially disadvantaged people. These cooperatives have succeeded in combining production with respect for the difficulties, abilities and potential of the people (Cfr. l’ottava Relazione al Parlamento sul diritto al lavoro delle persone con disabilità, 2018). However, in recent years, the social cooperation sector has been marked by a severe economic and identity crisis, which was caused by: |
- the decision to give priority to relations with local public authorities to the detriment of relations with private companies (ARS – Associazione per la ricerca sociale, 2018; DELIBERA 20 gennaio 2016 - Determinazione delle linee guida per l'affidamento di servizi a enti del terzo settore e alle cooperative sociali-Delibera n. 32);
- the failure in recognize the social role of cooperation by the Public Body, that is increasingly constrained by the saving logic;
- the increased difficulty to maintain the position acquired over the years and to innovate in order to grow and open up to other markets.

The needs of public bodies and the dumping of public/private prices have forced many cooperatives to adopt increasingly strict criteria for the selection of personnel. Moreover, this "dependence" on public administrations has distanced cooperatives from the private sector, compromising the possibility of establishing collaborations in different fields, such as manufacturing, services, etc. Therefore, social cooperatives should free themselves from dependence with public administrations and seek greater collaboration and growth opportunities in the private economic world, to become more competitive and self-sufficient (Vella, 2012).

With this background, the present research project foresees the activation of a collaboration with the social cooperative Agridea of Turin, in order to activate a path of innovation that will involve the organisation of workflows in the field, research and the creation of possible collaborations with multi-sector entrepreneurial realities and the management of human resources in total respect of the individual. This is an opportunity for the research in order to have a realistic case study to test the theories and the feasibility of the systemic project.

The methodology of the Systemic Design will be applied for the development of this innovative path. This approach will allow to identify the current critical points in the organisational cooperative systems, and in the specific case study and start a process of co-design and reorganisation of the cooperative under examination, at 360 °. Moreover, given the interdisciplinary nature of the PhD program, it is essential to integrate skills related to the field of Management Engineering, especially concerning the study and innovation of the organisational structure of the cooperative with prof. Colombelli. The research project aims to develop a model that can be replicated on many other realities that need a reinforcing and transformative innovation and, at the same time, keep the human resource at the centre of the project.
The project aims to create new management and organisational model for social cooperatives. A Systemic Design approach applied to a context of social cooperation will return products and services based on forms of collaboration in which people are at the heart of the project, and they are who allow the development of a self-sufficient and competitive working reality. To this purpose, the applicant is required to achieve and complete the following objectives:

- To create an in-depth knowledge of social cooperatives in Italy and Europe;
- To research virtuous examples for a better understanding of the limits and the potentialities of the sector;
- To implement a multi-criteria analysis and identify critical factors and potential for success. This objective, in particular, will require a strong presence of the candidate in Agridea cooperative and visit other virtuous examples.
- To create a network of knowledge and activities with local private companies.
- To conceive, based on the data acquired and the identified potentialities, the new model hypothesis.
- To co-design and develop with the cooperative the implementation of the new management and organisational model.
- To compare the results of the new model with the previous one and identify how it can be proposed and replicated on other similar realities.

The candidate should have the following knowledge to develop this topic:

- Systemic Design approach to solving complex problems;
- The operational mechanisms of planning and control, management and personnel development, information and communication;
- The co-design processes.

Furthermore, will be appreciated a candidate with strong independent thinking and good capacity for collaboration and integration.