



European  
Commission



# Naples 2.0

*International  
Social Innovation  
Competition*

*Enterprise  
and Industry*

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UniCredit Foundation is a corporate foundation that was established in 2003 in order to contribute to the development of solidarity and philanthropy in the communities and territories where UniCredit operates, primarily in the regions where UniCredit is present (22 countries including Europe and Central Asia).

Through the transfer of financial resources and the typical management skills of a company, UniCredit Foundation supports projects of significant social impact and innovation, implemented by local non-profit organisations.

**Project Ahead**

Società cooperativa



Project Ahead is a cooperative born in 2001 in Naples, which provides consultation to national and international boards and organisations about conceiving, preparing and managing complex projects.

**Euclid**  
Network

third sector leaders

Euclid Network is a growing community of civil society professionals and social entrepreneurs who want to connect across borders for a stronger, more innovative and sustainable European civil society. Our mission is to empower members to be civil society change makers across borders and boundaries.



# Naples 2.0

*International  
Social Innovation  
Competition*



# Foreword

## Vice-President of the European Commission Antonio Tajani



*Born in Rome on 4 August 1953, European Commission Vice-President and Commissioner in charge of Industry and Entrepreneurship from February 2010.*

*European Commission's Vice-President and Commissioner in charge of Transport from May 2008 to February 2010. Elected as member of the European Parliament in 1994, 1999 and 2004.*

There is no growth without innovation. And the social innovators and social enterprises are a source of great innovation. One company in four that is set up today in Europe is a social enterprise. So, in times of economic uncertainty, social innovation and social entrepreneurship have become more important than ever in confronting two pressing challenges: driving growth and addressing social problems.

However, the way we find solutions for social problems will also need to change radically. We need to engage businesses, social economy and citizens. Therefore, I fully support the Naples 2.0: International Social Innovation Competition, which itself is a model of innovative entrepreneurship. The competition and the award mobilise global and Italian brainpower to provide concrete solutions to the six social challenges identified by representatives of the city of Naples.

The finalists have started to implement these exciting projects, which harness the capabilities of professionals in social innovation in all sectors, and facilitate knowledge-sharing and new partnerships across borders and boundaries. Since Neapolitans are hugely resourceful and innovative, I am very confident that the winning projects will quickly bring results to make positive changes in Naples' communities.

I would like to congratulate Euclid Network for organising this competition, the award conference and the follow-up trajectory. Euclid Network is part of the consortium that runs the 'Social Innovation Europe' initiative, launched last March by European Commission President Barroso and myself, which brings together social innovators and anyone interested in social innovation. In addition to a virtual hub, it is a true advisory body for social innovation in Europe. Social Innovation Europe's involvement will assure a wide dissemination of the winning projects in Europe and beyond.

*"This brochure showcases the winning solutions. I hope these inspire you in your work!"*

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# Introduction

*"I am looking forward to see other projects, since I have always believed that this social innovation competition is great innovation itself"*

Mirjana Tomic

Winner of the Naples 2.0 International Social Innovation Competition



Jan Herder's (winner of challenge 2)  
design of the virtual bath

Naples is a city of contradictions. On the one side: the overwhelming beauty of its bay and its views of Mount Vesuvius; the glories of its nearly three millennia of history, as one of the most populous and opulent cities in Europe; its towering cultural achievements, from the foundation of the first state-supported university in Europe, through its literary, artistic and philosophic flowering in the Renaissance and Enlightenment; its splendid churches and palaces. Not to mention the vitality of its inhabitants, the richness of their social interactions, their pride in and love for their city and its distinctive language, cuisine, and music. It is still easy for a contemporary tourist to take all this in and concur with the 18th-century tourist Goethe in quoting the old adage “See Naples and die”.

But then there’s the dark side. Think of recent images in the news from Naples: they show heaps of garbage that obscure the beauty of Naples’ central piazzas, or crowds of protestors from among Naples’ 250 000 unemployed demanding jobs and social justice. Europeans have come to rely on the state and the market to guarantee social tranquillity and economic well-being. In Naples, they’re both failing. And as state and market fail Naples, the Camorra increasingly tightens its grip on the city, turning entire sections of Naples into huge drug emporia, poisoning the clean air, fertile soil and agricultural abundance that nature has so generously provided, and imposing tribute tribulations and vexations on anyone who tries to organise an honest business.

Thus, part of the answer to “Why Naples?” as the location of the Social Innovation Competition is clear: Naples needs new strategies for dealing with the increasing degradation brought about by the failures of state and market and the insidious expansion of organised crime. Perhaps social innovation – the organisation of civil society through the launching of sustainable projects directed by positive social values – might be one of these strategies. But there’s another, equally important, part of the answer. It has to do with the character of the Neapolitan people, the people who must enact these projects if the social innovation strategy is to have any chance of working. The Neapolitans have a very long history of dealing with unresponsive governments, and they are masters of the art of “*arrangiarsi*” – improvising creative solutions when none seem possible. They are not accepting the degradation of their city passively. All six challenges in the Naples Social Innovation Competition start with the ongoing activities of Neapolitan voluntary organisations, seeking to make Naples a better city in which to live – by helping troubled youth who have abandoned school for the streets, or confronting economic and social discrimination against the Roma people who live in Scampia, or converting ill-gotten gains confiscated from the Camorra to socially useful purposes, or developing awareness of and pride in Naples’ ancient roots. And many of the people and groups who responded to the Competition’s challenges, including several of the winners, are Neapolitan.

There are two ways in which the social innovation strategy proposed by the Social Innovation Competition can enhance the efforts that Neapolitans are already making to construct a future for themselves and their city: first, through its focus on techniques that sustain projects through time and amplify their positive social consequences; and second, through building ties among many such projects, which enhance the probability of sustained success to each individual project – and which allow the participants in the projects to combine forces to construct changes in political process that can steer the state and market in the direction of social responsibility.



*Professor David Lane,  
University of Modena and  
Reggio Emilia  
Chair of the Naples 2.0  
Jury*

# Chapter 1

## Naples 2.0: an international social innovation competition

*Outside area of the Villa La Gloriette  
in Posillipo*



# The process

With a global economic crisis knocking at the door, government cuts and an uncertain future, society requires new ways of tackling social issues that the public and private sectors are no longer able to address effectively. Social innovation – identifying new responses to existing and challenging social problems to maximise social welfare – is a concept we wanted to test in Naples to serve as a case to replicate across Europe. For this reason, we called on international and national innovators to come up with new ideas to solve persisting challenges in Naples.

The UniCredit Foundation, Project Ahead and Euclid Network decided to take the risk of testing social innovation as a tool to advance change in Naples – a city riddled with problems. The project was divided into two phases: the competition phase and the implementation phase. During the competition, people submitted their ideas and the best ones were awarded between €7 500-€10 000. Those winners are now implementing their ideas, and setting up new social enterprises throughout Naples and beyond.

This section outlines the Naples 2.0 process, in an attempt to make it replicable. There are several important points:

## 1. Knowledge of the problem

With Project Ahead, our local partner in Naples, we identified practical and symbolic challenges in the city: ‘What can we do with unused public assets?’; ‘How can we help charities affected by funding cuts?’; and ‘How can we develop new methodologies to help people?’. We identified six local organisations which were experiencing – or related to – these particular issues and which wanted to collaborate with others to find solutions for six<sup>1</sup> specific challenges:

1. Turning a confiscated Camorra villa into a social enterprise
2. Making the abandoned Roman bath of Fuorigrotta accessible
3. Designing a new business model for the volunteering organisation *Gioco Immagine e Parole*

4. Designing a new business model for *Maestri Di Strada* which re-integrates school drop-outs
5. Developing a new method to integrate the Roma community of Scampia
6. Finding a new methodology for a textile recycling business

## 2. Diversity of collaborative agents

To increase the level of innovation, we needed to ensure that diverse stakeholders were involved. By disseminating information through our networks and the media (including mainstream media outlets like the Guardian, Bloomberg BusinessWeek and Forbes), we received almost 500 registrations on our online platform, with 200 ideas submitted from almost 40 countries worldwide. We achieved our aim of attracting diverse stakeholders, with applications from farmers, bankers, academics, the public sector and civil society organisations.

## 3. Spread the word and reach a critical mass

The main goal was to inspire innovators from around the world to participate in the competition, although political and public support was also vital. The legitimacy given to the project by the European Union (especially the Commission, the Parliament and the Committee of the Regions), by the Regional Chamber of Commerce and the city of Naples has helped not only to find solutions for problems, but has also spread a culture of innovation that can be harnessed and streamlined by the institutions.

## 4. Ensure ideas are sustainable

Sustainability, both financial and social, was a core measurement criterion by which projects were selected. Every application passed through several selection procedures before finally being pitched in front of an expert jury from diverse backgrounds. The jury then selected seven, rather than six winners (see Chapter 2).

*1. Due to a jury decision, only five challenges were awarded (challenge 6 was dropped). The additional prize money was distributed amongst challenge 2 and 3 where two winners were selected ex aequo.*

## 5. Take the risk

Social innovation relies on people who take risks. This competition is no exception, as the outcome was unknown. The prize money could have been lost, but the exceptional quality of the applications has meant that the Naples competition was a success. High risk equals potential high impact. The winners are now implementing their ideas, and we will see new social enterprises in Naples over the coming months. We estimate that an additional €500 000 can be raised to support the projects and turn them into sustainable enterprises. All seven winners have

submitted business plans for their projects and ideas are working on the implementation of their ideas with support of the organisers and local partners.

We are positive that the projects will prevail successful and will continue to support them. We are also confident that this is only the beginning.

People have come to realise that with the right partners, they can make the difference. With this in mind, Naples can become the test bed for social innovation in Italy and a hub for Europe.

## The corporate perspective

In recent years, the topic of social entrepreneurship has become a particular area of interest for the UniCredit Foundation, the corporate foundation of UniCredit, one of the main European banking groups.

The UniCredit Foundation has made a commitment to social entrepreneurship, as it is seen as a powerful tool in creating economic value through social development and cohesion. We believe we can achieve this effect through merging means and managerial skills typical of the for-profit sector with community services and needs analysis of the non-profit sector.

Innovation is often fraught with risk, and the process of entrepreneurship will always involve innovation, and thus risk. A corporate foundation should follow the DNA of its founder by trying to test new solutions and verify their feasibility and impact.

The UniCredit Foundation has been developing a pattern of “active philanthropy”. That means that the organisations we work with are not only beneficiaries of our funds, but are also our partners. Furthermore, our support is not only financial but also entails managerial counselling and, where possible, advisory aid from UniCredit employees.

The topic of social innovation, as explained in the European Commission’s official documents, is consistent with the UniCredit Foundation’s mission. It can be summarised as follows:

1. The importance of supporting citizens’ involvement in finding solutions for social problems in their communities. This is particularly important in the absence of public funds. Here, a multi-stakeholder approach is most effective.
2. The combination of economic and financial sustainability with social impact.
3. The principle of subsidiarity, which involves social enterprises, non-profit actors, institutions, the citizens, diverse stakeholders and other non-profit organisations, including grant-making foundations.

The UniCredit Foundation is expecting much from the ongoing experience of Naples, which has already been rich in results, such as the 200 received proposals, the active involvement of UniCredit and its employees, and the attention drawn to the initiative by public institutions and local non-profits.

By embracing the creativity of Southern Italy and challenging people to take responsibility for their own destiny, the Foundation is confident that not only will the selected plans be successful, but that they will spread a culture of social innovation through Naples and beyond.

## The local perspective

The challenges posed by the project in Naples were interwoven into the complexity of the city itself. The participants were tasked to deal with a wide range of issues from the reuse of Camorra villa to the problem of school drop-outs; the safe disposal of waste to the integration of a Roma community; to the exploitation of Naples's cultural heritage to the sustainability of a third-sector organisation. During the conference in September, the mayor of Naples concluded that these challenges are so diverse and overwhelming that they can in effect be considered as a separate political agenda for the city!

### How the challenges were overcome

The winning ideas and various methodologies used by the social entrepreneurs are promising solutions to the challenges set in the competition. In some cases, the innovation is in the way the problem is addressed, such as the Immersive Lab tackling school drop-outs. In others, the innovation comes in the identification of new opportunities, for example using traditional Roma cuisine to help community integration. Finally, in other cases the innovation is simply a different and more professional way of managing an organisation and its activities.

### Local perspective

In a city with a metropolitan population of 3 million and an overall unemployment rate of 30%, and with youth and female unemployment reaching 50%, it is hard to assess the overall impact of the competition: the direct tangible outcome has been the development of six new social enterprises.

However, indirectly the competition has had a much wider impact: it has attracted new talent from around the world to develop solutions; new synergies between local and international actors have been created; and the competition has been a catalyst in developing a culture of innovation in the region through collaboration and inclusion. Furthermore, the focus on financial sustainability and independence from public funding has brought new opportunities to stakeholders in Naples. It is a new approach compared to how civil society has been operating so far, and can be a productive model for replication when public funding is in short supply for social projects.

### Outlook

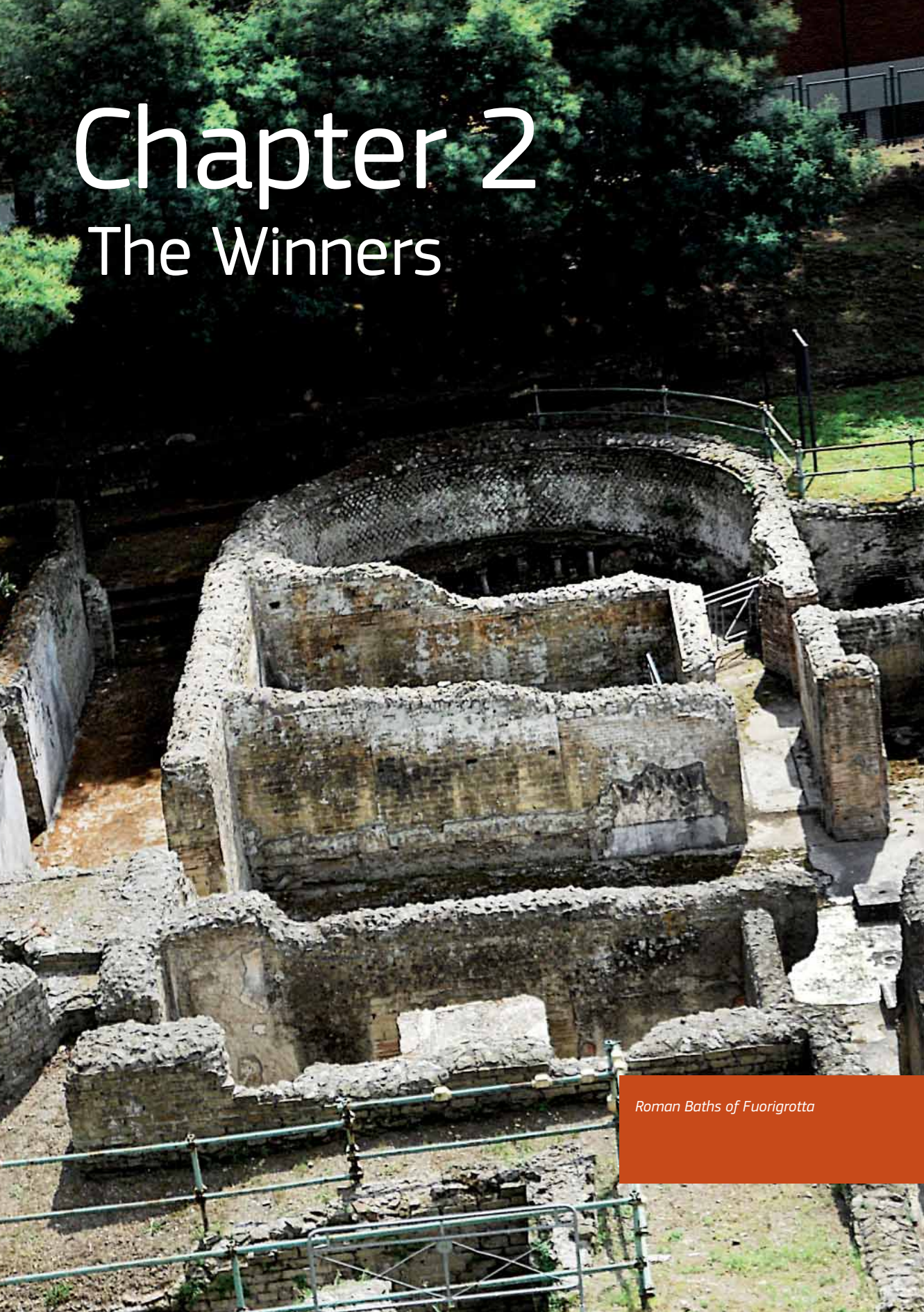
Civil society organisations, along with some businesses situated in Naples, can be at the forefront of social innovation in Italy. The inefficiency of the state and misuse of business is symptomatic of Naples, and thus could be the perfect launching pad for a new concept in Italy.

### National competition

We also ran a national competition in parallel with the Naples competition, exclusively for Italian speaking students and young entrepreneurs. The most significant outcome from this competition was discovering how many ideas can come from young people as they are a great resource for Naples which is one of the cities with the youngest population in Europe. The follow-up will be a stable partnership with local universities working together on a graduation thesis and start-ups.

# Chapter 2

## The Winners



*Roman Baths of Fuorigrotta*

## Challenge 1 - Turning a confiscated Camorra villa into a social enterprise

### Margherita Cittadino (Green Urban Centre)

The competition required the setting up of a social enterprise in a confiscated property that belonged to the Camorra (Naples' internationally operating criminal organisation). The villa was given to LIBERA, the leading Italian organisation in administrating confiscated properties. We designed an innovative social business model with the aim of benefiting the community and helping disadvantaged groups.

The villa is located in the Posillipo district, one of the most beautiful areas in Naples. It has one hectare of garden with a scenic view over the Gulf of Naples, and includes a swimming pool. Some of the other parts of the property are already used by a social co-operative that works mostly with disabled people.

My answer to the challenge is to build a 'green urban centre' that combines the concept of social economy with environmental sustainability and sustainable lifestyle.

The idea is to use the villa's indoor and outdoor areas to create a place for training, improving knowledge concerning sustainable lifestyles and skills in gardening, urban agriculture, sky gardens, composting, and storing seeds.

The green urban centre will be an innovative space to accelerate co-creation for people empowerment. It can be a stimulus for community participation and for offering better life prospects for marginalised groups facing hardship.

It is a starting point for creating networks of cities and local green systems, and fostering social inclusion. The green urban centre will work with different local and international organisations to demonstrate experiences in the environmental industry and create best practices. It will also hold events, meetings and courses, and will host various projects.

To stimulate the community, we plan to create an 'urban green festival' located not only in the garden of the villa in Posillipo, but also in private gardens in Naples that will be open to the public. The festival aims to spread a culture of the re-appropriation of common goods. It is also a good place to relax, meet, and exchange ideas on how to grow your own food in a novel way – even on your roof.

Our sustainable funding strategy includes selling products and rare plants and flowers to LIBERA's retail network and the public. It also includes offering services delivered by marginalised groups, trained in gardening, landscaping and the maintenance of gardens. This will enable the social enterprise to be self sustainable and independent from public funding.

[www.greenurbancentre.org](http://www.greenurbancentre.org)  
<http://farmersdesign.org/>



*Margherita Cittadino*  
*Self-employed from Italy*

## Challenge 2 - Making the abandoned Roman bath of Fuorigrotta accessible



*Jan Herder  
Lecturer from the United  
States of America*

### Winner 1 - Jan Herder (The Baths at via Terracina: Community Supported Archaeology)

This challenge involved sustaining and preserving an archaeological site – the Baths of Fuorigrotta – while promoting its accessibility. I approached the problem from the point of view of a social business, reconnecting with the community the baths which were once a part of.

My aim was to make the baths sustainable by integrating the project, creating and participating in larger ecosystems: social, scientific, artistic, cultural and natural. This required the creation of a focal point that expresses these values and builds a learning community; the ecologically self-sustainable visitors' centre provided the perfect opportunity. My strategy is to create a building that is ecologically designed and engineered to support access to the ruins without impacting the site. Social media, emerging technologies, ecological design and new economic strategies provide excellent tools to address some of the challenges we face.

I am proposing to stretch the definition of eco-tourism, which is described as "responsible travel to natural areas that conserves the environment and improves the well-being of local people", to include cultural sites managed ecologically. I believe that this will provide a vehicle for the area's rich cultural heritage, and the community of archaeologists who care about them, to prosper and enhance their relevance in the 21<sup>st</sup> century.

Social innovation occurs when we empower a community with emerging technologies which connect them to the wider society. Indeed, the success and sustainability of the site depends on the success and sustainability of the people who take ownership of their heritage.

<http://blogasaurus.posterous.com/the-baths-at-fuorigrotta-naples-20-competitio>

## Winner 2<sup>2</sup> – Consortium led by Confprofessioni Campania (Roots Discovery)

We addressed the challenge of making the abandoned Roman thermal baths accessible.

The archaeological area is closed and ruined, and there are no basic services available to enable it to open regularly. The Roman baths, dating back to the second century AD, are only open on certain dates to members of the Archaeological Neapolitan Group; many people, including the locals, do not know about this local treasure.

This is largely due to the lack of communication regarding the archaeological area. It is not mentioned in most tourist guides, even though it has much to offer – arguably more than many of the more well-known local attractions. Very little information about the baths is available to the public, and what does exist is very fragmented.

To tackle this problem, we developed a project called ‘Roots Discovery’, presented by a team composed of different organisations: Confprofessioni, Napoli Città Visibile and Circolo Ilva Bagnoli. We have also started a collaboration with the University of Naples Federico II on a course on the ‘organisation and management of cultural and environmental heritage’.

We plan to involve citizens as the main stakeholders, making them the protagonists in rediscovering their own history and heritage. Our primary goal is to help citizens participate in our work through projects aimed at the development and promotion of historical and archaeological sites related to the birth and evolution of this area. As a starting point we carried out with a study of the area and the local community.

Another goal is to develop a model for the management of archaeological sites, introducing new approaches to cultural heritage management in Italy.

We will present our project and organisational model at the ‘Universal Forum of Cultures’, that will take place in Naples in 2013 – mostly in the Fuorigrotta, close to the baths.

As a team of people from different backgrounds, we believe that combining our diverse skills will allow us to succeed in rediscovering the city’s memory and its relationship with citizens.

[www.napolicittavisibile.com/?p=1430](http://www.napolicittavisibile.com/?p=1430)



*The Roots Discovery Team from left to right:  
Stefano Consiglio (Professor, Università Federico II),  
Roberto Tretti (Architect, Confprofessioni), Luigi Polito  
(Architect, Confprofessioni), Carla Cecere (President  
of Napoli Città Visibile), Maria Teresa Iacolare (Member  
of Napoli Città Visibile), Sara Ceraso (Secretary at  
Confprofessioni), Alberta Piantieri (volunteer at GAN)  
all from Italy*

<sup>2</sup> Both winners have submitted plans to implement their ideas and see scope for cooperation.

## Challenge 3 - Designing a new business model for the volunteering organisation Gioco Immagine e Parole

### Winner 1 - Mylene Jonker, Vincenzo Di Maria and Jonas Piet (Gioconomics)

For over 15 years, Gioco Immagine e Parole has been delivering social and cultural projects for the inclusion of young people in the San Giovanni a Teduccio district in Naples. Behind this organisation is a small group of enthusiastic volunteers with enormous energy but limited time, and for whom funding is often problematic.

The challenge was to create a sustainable business model for the organisation. However, volunteers are often not used to thinking as entrepreneurs or talking about the value of their work to potential new stakeholders. Therefore, in addition to a social business plan, a shift in mindset is also required in working methods.

Gioconomics brings together a small volunteering organisation called Gioco Immagine e Parole and three international designers to explore ways to build internal capacity, open up to collaboration and become self-sustaining.

We felt that what was needed was a volunteering model able to expand the local network to bring in other resources and thus reduce dependency on funding. 'Gioconomics' means 'playing with economy' and is based on a creative and collaborative process. Our plan for Gioconomics aims to turn the current 'artisan' way

of volunteering into a 'Wiki-way' – meaning a more open form of collaboration, where a larger group of people can contribute as the audience, volunteers, external advisors, ambassadors, sponsors, clients, partners, etc.

**More people x more involvement =  
more resources + more impact**

The plan to make this happen comprises three stages: 'Open up', to involve a wider audience and new stakeholders; 'Up sell', to experiment with new ways of monetising activities; and 'Scale up', to repeat the approach with other activities within the organisation and to package and share methods.

In September 2011, the Gioconomics team began work on the 'open up' stage with a local team of four people from the host organisation plus a visiting team of three designers. We worked alongside an existing theatre-production-in-progress, to experiment with involving more people and identifying new revenue streams.



*From left to right:*

*Mylene Jonker (designer from the Netherlands)*

*Martina Romanello (Volunteer from Italy)*

*Mariarosaria Teatro (Volunteer from Italy)*

*Emilia Falcone (Volunteer from Italy)*

*Vincenzo di Maria (Designer from Italy)*

*Grazia Pernice (Volunteer from Italy)*

*Jonas Piet (Designer from the Netherlands)*



## Winner 2<sup>3</sup> – Mirjana Tomic and Dejana Popovic (REMAKE Festival)

As we read about the Naples challenges we immediately felt in a good position to provide solutions. Serbia, our home country, is in a transitional process, exhausted by poverty, chaos, corruption, crime, unemployment and lack of opportunities. Increasingly social entrepreneurship and social innovation are becoming the only solutions that are really effective in our society. We envisaged similarities between this situation and Naples – and we were right.

Working in a poor, ex-industrial suburb of Naples, we also created a sustainable business plan for the volunteering organisation. Our solution was the Remake festival. The Remake project was designed as a festival of creative interventions in the field of recycling and redesigning, using music, film, photographs, textiles, accessories and items used at home.

The main motto of the festival is: 'Take something old and create something new!' and we hope it will become a simple and unique way to communicate with the young population and create benefits for the community as a whole. You don't need much money – you just need an idea. We also wanted to promote creativity and share technical knowledge in the fields of culture, art and environmental protection.

The purpose of Remake was to offer an opportunity for participants to learn new skills and techniques for remaking, redesigning, and recycling – and to continue to apply them independently. Participants learn through a system of lectures, presentations and interactive workshops, with renowned artists also presenting and explaining their 'paths to success'. In addition, the voluntary organisation Gioco Immagine e Parole will benefit by learning new skills and being able to create a financial structure around them, which can be integrated in a sustainable business model.

We aim to achieve innovation and sustainability by changing the means and ways of looking at waste, as a new resource, not as a problem. By creating a network of institutions, facilities and young artists, and by overcoming barriers to communication and understanding, we will achieve better support for young people's ideas. Participants will be able to use the knowledge gained for their own creative development and economic sustainability.

[www.remake.rs](http://www.remake.rs)



*Mirjana Tomic (on the left) and Dejana Popovic  
Work at the NGO Kula (the tower) from Serbia*

## Challenge 4 - Designing a new business model for Maestri Di Strada which re-integrates school drop-outs

Domenico Zungri, Ivan Fadini and Alfonso Molina  
(Immersive Labs)

Maestri di Strada is a non-profit organisation that focuses on the education of marginalised populations and young people; its funding comes from private donations and fund-raising, but no longer from public bodies. Our challenge was to create an innovative and sustainable business model for them.

'Digital natives' – those who have grown up with video games and the internet from a young age – are developing novel forms of intelligence (visual, collaborative, etc.) and skills (multitasking, problem solving, etc.). We aim to conceptualise establish an institute for 'digital natives' and build the pillars of a new 21st-century pedagogy.

We propose an innovative project to empower young people with an in depth knowledge in some of the most advanced digital professions (interaction design, 3D animation, etc.), increasingly being requested in the interactive entertainment industry (movies, video games, simulations, advertising). This vision combines both a profit and not for profit: the institute will foster a collaborative approach between experienced professionals and students. At the end of their learning path, the most skilled students will be recruited into the institute's workforce. There, they will also have the opportunity to 'give back' by teaching what they have learned – both socially and professionally – to the next generation of students. In the meantime, the institute will also develop and patent commercial products and services for external committers (both public and private), thus creating a self-sustainable structure.



*From left to right it is: Ennio Esposito a Venture Capitalist who joined the team later, Domenico Zungri an ICT designer and then Ivan Fadini a Social Entrepreneur, all from Italy*

Our ultimate, long-term objective (four to five years), is to evolve evolution from an experimental institute to a technology park. At the heart of it, there will be many educational attractions for both schools and families, with plenty of immersive learning experiences, from the *Divina Commedia* to the exploration of our solar system.

The park will also host a residential campus – with courses, teachers and workshops – and will be equipped with advanced production facilities for the professional development of immersive and interactive simulations. These activities will generate a substantial income, which will be largely reinvested into the park itself and into fostering innovative activities with a strong, positive and durable social impact on the territories involved.

[www.immersive-labs.com/](http://www.immersive-labs.com/)

## Challenge 5 - Developing a new method to integrate the Roma community of Scampia

Barbara Pierro  
(Chi Rom e...Chi No)

This challenge was to integrate a Roma community in one of the most deprived areas of Naples.

Scampia, in the north of Naples, is an area that embodies the challenges of global modernity: a metropolitan periphery on the sitting border of the city and the countryside, with a large young population, limited access to education, high unemployment, and pervasive presence of the Camorra. This territory is shared by poor Italian citizens living in apartment blocks and Roma communities from former Yugoslavia. The Roma migrated to Scampia as war refugees of the war decades ago, and are still living in the poorest conditions.

In this deprived situation, there is an urgent need for creating alternatives for subsistence, fostering an intercultural collaboration between communities, as well as starting an intercultural dialogue with all the citizens of Naples in order to treat and prevent future conflicts. The Chi Rom and Chi No association recognised that food is a common language and a powerful meeting 'space' for Roma and Italian women. It provides a chance to develop the economy by establishing a social enterprise.

The project gives gastronomic heritage a more prominent role and empowers these women and mothers both culturally and professionally. Its aim is to foster intercultural understanding by creating a mixed group of Roma and Italian women, creating a space for collaboration and sharing of cultural experiences through cooking. These women will then operate a catering enterprise together.

This enterprise is a real opportunity for collaboration which helps the participants develop their social and intercultural competences. It offers activities that both encourage social life and answer their individual needs. It is an alternative solution to addressing the Roma population's employment problems, and is also an important experience for their future careers.

<http://chiomechino.blogspot.com/>



*Chi Rom e ... Chi No in action*

# Chapter 3

## Competitions and Social Innovation

*Villa La Gloriette in Posillipo*

## The advantage of prize competitions

Prize competitions have long been used to spur discovery and innovation in various sectors.

In 1714, the Longitude Prize was launched, resulting in a new system that allowed ships to measure longitude at sea. In the early 1800s, a prize awarded by the French government on food preservation resulted in the development of food canning. Now, in the 21st century, prizes are being used to drive innovation in energy, security, health and, perhaps surprisingly, social innovation.

The adaptation of prize competitions to the social sector may seem unusual, as the tool is typically reserved for hi-tech sectors. However, it makes perfect sense. Prize competitions offer many benefits: cost-effective results, a level playing field, low barrier to entry (if desired), and the opportunity to find extraordinary solutions from 'black swans', all of which are important to social innovators and groups striving to spur further social innovation.

Unlike grants, prize competitions allow the initiator to present a problem without pre-defining the solution. As highlighted in Social Innovation Europe's review of PitchLive, award ceremonies can be used to facilitate networking opportunities, and match funders with innovators so that the winner of the competition is not the only one who benefits. Further modifications, such as abstraction, ensure competitions appeal to innovators beyond the usual 'suspects'. A properly applied incremental approach allows a complex challenge to be addressed step by step, building a network along the way.

The effectiveness of prize competitions in the social innovation space was recently proven through the Social Innovation for Naples competitions. Challenging innovators to propose sustainable solutions to community issues, this competition attracted unique ideas from around Europe and the world.

Innovation is not only about technology, and the applicability of prize competitions to social innovation further proves this. If social issues can be solved through prize competitions, then what next?



*Siobhán Gibney Gomis  
Technical partner from  
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**Jury members of the Naples International Social Innovation Competition:** Alessandra Clemente, Alessandro Laterza, Carlo Borgomeo, Chris Sigaloff, , Ciro Ferrara, David Lane, Donald Moore, Edgardo Maria Iozia, Eva Varga, Francesca Ferraresi, Francesco Giacomini, Gianni Pittella, Louise Pulford, Marco Musella, Oliver Rothschild, Paolo Graziano, Stephen Bubb.

## Small money – big support

In September 2011, the first Social Innovation Competition of its kind resulted in seven engaging solutions for real social challenges, lying at the heart of the city of Naples. The winners – social innovators from all over Europe, working together in project teams – received seed funding to transform their ideas into projects with a solid business plan that would allow for the possibility of extending their project further.

Once the winners were selected, the competition organisers asked themselves: Where can we go from here? How can we create a supportive infrastructure for the winners that helps them get their project off the ground? A powerful strategy is to mobilise the enormous wealth of social capital, rather than to curtail and hinder this source of innovation. Mobilising social innovation does not only depend on financial resources. What is needed is a support system that encourages people to take action; a system that encourages different perspectives and expertise to come together and provide relevant knowledge and expertise.

Many initiatives that attempt to stimulate social innovation, such as the 'Digital Pioneers' programme ([www.digitalepioniers.nl](http://www.digitalepioniers.nl)) which was established by the KnowledgeLand foundation in the Netherlands ([www.knowledgeland.org](http://www.knowledgeland.org)), underline the importance of offering the combination of money and support. Between 2002 and 2010, Digital Pioneers has made a considerable contribution to the development of the digital public domain in the Netherlands. The programme supported 211 pioneer projects with both financial backing and coaching. In the Digital Pioneer Academy, pioneers worked out a business plan for their civil society media projects together with a coach and a network of experts who shared their expertise, ranging from copyright to marketing strategies.

### Ingredients for a successful support system

The Social Innovation Competition is established according to similar principles to those in the Digital Pioneers programme. The selected initiatives receive a financial boost as well as support in the form of workshops, coaching and expertise. A few key design principles in organising this support system are at play in the Social Innovation Competition:

- First, creating a learning network including a maximum diversity of both people and types of expertise. As short- and long-term social demands are growing, most of the challenges we face bring major social consequences. The traditional ways in which the market, the public and the civil sector have provided answers to social demands are no longer sufficient. In order to come up with different, innovative solutions, we need an interdisciplinary approach. This can be achieved by creating a diverse network of people with varying types of expertise. Some of those involved in the Naples Social Innovation Competition are change managers, lawyers, but also designers and ICT specialists. Social innovation can mobilise each citizen to become an active part of the innovation process. Creating a learning community in which initiatives can learn from each other is crucial.
- Secondly, it is important to create a pool of experts and coaches for winners to tap into. Innovation comes with unexpected issues and hurdles which might not be possible to solve alone or within your team. A network of experts in different fields around the projects, which can be addressed by the innovators at all times, is therefore invaluable. In addition, as innovation requires nurturing for success, it is important to have a coach who can offer advice for the right moves at the right time during the process, from idea to a real project. Following a 'design thinking' method of working, solutions develop from an iterative process of defining your research question, researching, developing an intervention, prototyping the intervention, reflecting on the impact of the intervention and the working ingredients, and the question of how you can scale up the intervention or solution you found to the challenge at hand. A coach can help you navigate these different stages – often a rocky road!

- Thirdly, clear deadlines low on bureaucracy but high on responsibility are important. Bureaucracy, too many rules and regulations, is an innovation killer. In designing the plan for implementing the solutions to the challenges, we wanted to avoid confronting winners with too many conditions ‘from above’. The business plans will therefore be judged mainly on a few general criteria and on their general coherence. These are: financial sustainability, aiming at a plan which is not fully dependent on public funding and has an ambition to break even, at least after the start-up phase; institutional sustainability, which aims for coherence between the plan and the mission, as explained in the challenge; effectiveness of the plan, assessing the achievements of the stated goals; lastly, the feasibility of the plan – are the constraints on the ground adequately addressed? Aside from these four general criteria set by the competition organisers, the social innovators are asked to take responsibility for coming up with their own indicators for success that they want to be judged on.
- Lastly, a focus on sustainability and lasting results. The impact of socially innovative projects and solutions are often wide reaching. Simply carrying on as before is out of the question. The interventions will have an impact on the way you collaborate, with whom you collaborate inside and outside of your organisation, for whom you do this, the way you do business or find funding and support for your mission, even on the role or the different roles you yourself play. To ensure that the results of the project have a long-term impact and that it can (financially) support itself, potential investors and possible stakeholders are already playing a role in making the business plan. They play an active role in making and investing in solutions.

## Catalysing change

Three months after the winners were awarded, six business plans were submitted for the Social Innovation Competition. An expert jury was scheduled to select the projects for further funding if the business plans were assessed to be strong enough, at the end of February 2012. By giving six engaging project ideas a small amount of money (EUR 10 000) and a substantial support system of experts, coaches, and a learning network, sustainable social business plans will flourish and contribute to a transformation in (the Napolitan) society. Both the European, as well as local, governments and private funders work together on making this possible and catalysing change. The organisers have committed to help fund-raising for the projects deemed sustainable, effective and feasible. Four foundations are already committed to funding the selected projects and have already made half a million euros available. By the end of 2012, a final event will be organised with all winners and partners to review the results of the whole project.



*Left to right: Chris Sigaloff  
(Member of the Naples  
2.0 Jury) and  
Nikki Timmermans*

## Conclusions and Reflections

Naples 2.0 was the first Social Innovation Competition of its kind. It came about through its new approach to get people involved in issues that were difficult to solve. On reflection, it is amazing how many people from all over the world presented their ideas to solve problems in a city they probably did not know, in a country whose language they did not speak.

In a previous competition, 'This is European Social Innovation', we had already tested the water regarding what social innovation can achieve. However, there is a crucial difference. Whereas in the first competition we asked people to submit projects that were already working, the Naples competition clearly asked contributors to apply social innovation and create projects to solve persisting challenges, implementing their ideas to solve those problems. It used social innovation as a tool to foster change; now we are able to show that innovators are eager to apply their knowledge and creativity to bring about change.

With the submission of the business plans in mind, we can say that our expectations were not just met, but were exceeded. Throughout the process we observed the ambitions of our winners getting stronger. Most of the high-quality business plans are now proposing ideas that go beyond their original plan. These are ideas that try to find solutions not only for one place, but for the whole country, developing new methodologies that can be adapted and scaled. This shows that people are able to bring large-scale change from a small idea when not having to face prohibitive bureaucracy or those curbing their creativity. The competition was able to give those people the right framework to develop and flourish.

While the success of the Naples competition should not be undermined, having delivered real tangible outcomes, there are several design aspects we believe should be revised if we are to significantly expand this methodology for social innovation.

Social innovation needs an inclusive process to function most effectively, therefore accessibility to the competition should be fair and equal for everyone. Unfortunately, certain restraints prohibited a completely inclusive competition as submissions were limited to an online process based on a written application. However, social innovation competitions should lead the way on innovative processes in all respects, including the application process. In this way, we can make the process more inclusive by allowing more novel ways to apply, i.e. through video or music.

We would also like to review the challenge design process as this was based on a small consultation with the population and local organisations. By increasing our presence in a potential competition region and exploring deeper regional concerns, the solutions we create will have a greater impact.

Other new mechanisms which could also be employed include crowd optimisation. Bringing together a diverse range of people from the beginning, creating a first selection and then allowing them to work directly with the people on the ground, would be beneficial. The more diverse the participants' backgrounds, the higher a project's success rate is likely to be.

This competition has taught us that success takes time, that it is important to find the right partners and right ideas, but perhaps even more importantly that each competition must be designed within the context of the region.

A final point I want to stress is that we all have to take risks in order to progress. The organisers, the funders and the innovators need to be willing to invest without knowing the outcome. This ultimately is social innovation. Therefore a competition will inevitably change, each time bringing different outcomes, and will always evolve not only in its results but also in its own design.



## Contributors

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