



# report 15\*

## 2000–2015



Ideas, projects, stories and people  
to transform sustainability  
challenges in environmental,  
social and economic contexts





2000-2015  
15 years  
Partner for  
sustainability



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## 15 years

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## 15 years...

We at Focus Lab are celebrating 15 years of business success.

It's an important milestone for us and one we do not take for granted. When it comes to doing business, we have always striven to deliver high quality sustainability services with the goal of contributing, as a consultancy boutique, to building a healthier and more pleasant world.

From the onset, our strategy has been to generate ideas and provide technical solutions to achieve tangible outcomes for local government, companies, networks of companies and non-profit organizations.

The last 15 years have been dynamic with over 230 projects implemented across 6 key sustainability areas, more than 200 customers, and dozens of collaborative programs with government, companies and local communities. We've collaborated and fostered relationships with entrepreneurs, civil servants, politicians of various parties, academics, non-profit associations, subject-matter experts, activists, young people and elderly citizens.

We have always been ahead of the curve, beginning in the late 90s by testing and utilizing what was then the first green management tools in Italy. We then implemented some of the first stakeholder engagement approaches in Italy; this was followed by a focus on urban planning with participatory planning techniques, collaborative innovation, and public-private partnerships. Our specialty areas range from Green Economy, and Corporate Social Responsibility, to new approaches for Smart Cities, Social Innovations and the Circular Economy.

In a continuously evolving world with a wealth of opportunities but also growing risks, there rests core challenges: to create conditions that support development opportunities and public well-being, to open people's minds and build their capacity, enhance businesses and social networks responsibly, reduce environmental and social impacts; in summary, to act to ensure better lives for future generations.

Looking back at these 15 fruitful years—more than 20 considering pre-Focus Lab work—of collaborating with different customers and partners, we have learned, improved and expanded our knowledge and competencies. We have been delighted to share our knowledge and learnings with our clients.

We have tested new approaches and projects, at times working as pioneers in the Italian context, on sustainability management and stakeholder engagement issues to perfect tools and methods. We provide strategic advisory services, project management, communications, research and training to facilitate paths of change.

We have discovered best practices across many sectors, which not only convince skeptics, but also reward the virtuous efforts in sustainability by companies in both the profit- and non-profit sectors.

At times we've seen very positive results from projects, even those with limited resources, with many receiving awards. Other times we've had less positive results with respect to the objectives, despite the good intentions.

We've dedicated 15 years to stimulating dialogue and debates to encourage the diversity of ideas and interests, to find solutions for sustainable innovations in various environments. The limits we have found to this have been wide, from differences based on personal beliefs, background, etc. The benefits of transversality and eclecticism aren't always understood and appreciated, especially when faced with close-mindedness. Nevertheless, the exchange of ideas is necessary and proves to be a rich and enlightening experience.

This short report summarizes the last 15 years of business. I want to personally thank all the colleagues, clients, partners, and suppliers from around the world who have helped us learn, develop and implement projects. And who have importantly helped us grow professionally and personally, making these years worth living.

With passion and curiosity, I look forward to the future and to continuing to turn the many challenges of sustainability into opportunities for positive change.



Walter Sancassiani

## Working issues



Set up in 2001, we are a boutique consultancy company of experts and advisors and we specialize in defining strategies and developing projects for innovation and sustainability.

We provide ideas, integrated services and technical support for companies, local governments, non-profits and business networks.

We have more than 15 years' experience of working on projects on Green Economy Management, Stakeholder Engagement and Participatory Planning, CSR (Corporate Social Responsibility), and Smart City.

### Our approach

We offer a mixed approach combining strategic advice, project management, facilitation, research and training services.

We provide tailored solutions that add value to existing sustainability efforts, meet customer needs, incorporate new trends and instruments, and improve sustainability performance through implementing appropriate processes and management tools.

We help to integrate environmental and social criteria across the entire life cycle of projects, from incorporating best practices and defining and testing scenarios, to implementation and evaluation using different research methods.

### Our mission: to create value in cross-cutting and sustainable ways

We are always looking to utilize new methods to promote collaboration, debate and engagement—despite differing opinions and interests of the partners involved—in order to innovate and better compete and to, importantly, implement effective environmental public policies, business strategies and public-private partnerships.

Regardless of the project, whether its complex or straight-forward, or for a profit or non-profit client, we aim to develop cross-cutting changes and add value at different levels:

- ✓ Environmental innovation of products, processes and supply chains;
- ✓ Reduction of environmental impacts;
- ✓ Facilitation of challenging debates to foster new ideas, strategic thinking and actions for change;
- ✓ Diffusion of sustainability ideas and projects in local communities;
- ✓ Improving stakeholder dialogue between different interest groups for new regional policies;
- ✓ Enhancing social inclusion and improving communications between individuals and groups of people;
- ✓ Formation of business networks towards sustainable development goals.



## Focus Lab at a glance

### Proven experience

We offer over 15 years of experience and skills in the environmental field, which we've gained from implementing hundreds of sustainability projects and actions. From participatory planning on urban design; CSR management with large and small companies and business networks; local development and green economy projects; to facilitating surveys and analyses and participating in EU projects as partners or experts—we have a wealth of experience to offer our clients.

### Vision

We take an integrated and cross-sectoral approach towards sustainability projects, having worked on EU programs; and collaborated with public bodies of different national levels (ministries, districts, municipalities and local governments), large to small enterprises, business networks, Chambers of Commerce, universities, and non-profit organizations.

### One step ahead

Concerning the implementation of new approaches towards sustainability at local levels, particularly in the Italian context, we have been pioneers in introducing and testing new management approaches and tools for Stakeholder Engagement, CSR laboratories and networks, Green Economy, and Smart City activities.

### Mixed approach

We use a variety of different activities and services to provide more integrated services and products. For example, we combine: research, scenario building, stakeholder engagement, action planning, reporting, training, and benchmarking of good practices. This enables us to continuously develop and improve the projects and activities.

### Multidisciplinary experts

Focus Lab's structure incorporates both inter/multi-disciplinary professionals and relies on a close network of subject-matter experts on environmental, economic and social responsibility.

### Life cycle thinking

We take care of the whole project, from the initial and planning phases to monitoring and evaluation of the results.

### Target oriented

We try to adopt a pragmatic approach even when working on intangible issues, in order to achieve measurable targets efficiently, incorporating the implicit and explicit needs of the clients.

### Flexibility & dynamism

We have a lean, dynamic, flexible structure that is adaptable to all types of projects and tasks. We are easily able to grow and shape our team to involve many experts in several disciplines if the project requires this.

### Stakeholder engagement

We are national-level experts in stakeholder engagement management and have facilitated: events for dialogue and co-design sustainability solutions in partnerships; multistakeholder working groups with several interaction techniques; and workshops and focus groups centered on brainstorming, scenario building, etc.

### Mix-and-match methods

We are always looking for innovative ways to support our customers. We continue to introduce new tools to deliver online surveys, webinars, online participation workshops, e-democracy tools, and other digital engagement techniques. We are experts in web content management and videos to support sustainability projects.

### Eclecticism

We combine:

- Expertise in different aspects of sustainability management
- Creativity and results-oriented approaches
- Research, strategy consulting and project management
- Experience of working with multi-stakeholder clients: governments, enterprise and non-profit organizations
- The mixing and matching of various management tools
- Cross-sectoral strategies

## Stakeholder Engagement



We manage and facilitate stakeholder engagement and participatory planning projects, with companies and local governments



## CSR Management



We develop CSR projects and strategies, integrating competitiveness, innovation and sustainability



## Smart City



We develop processes, networks and events to generate new ideas, with the goal of creating more sustainable cities and territories



## Green Economy Management



We provide strategic solutions with clients to develop green policies with innovative management tools



## Sustainability Communications



We support communications projects using online and offline tools to enhance sustainability strategies and policies



## Training



We share our knowledge and skills by conducting training courses, based on our practical experience





Approach

## Tools we use in the areas of Smart City, Green Economy, Corporate Responsibility and Urban Governance

Sustainability trend  
analysis & materiality  
assessment



Visioning and  
Scenario definition



Research of  
Best Practices &  
Benchmarking



Stakeholder  
Engagement &  
Participatory  
Planning



Strategy &  
Action Planning



Facilitation  
of Multi-stakeholder  
Networks



Research  
Evaluation &  
Trend Analysis



Training



237  
projects



Multi-stakeholder sustainability projects

40

Research and surveys on sustainability issues



955

Meetings and workshops facilitated



28.400

Stakeholders involved



226  
clients



Local governments, companies, non-profits

110

Local governments



40

Companies and business networks



13

Universities



38

Non-profit organizations



20

Networks





## Projects by areas



Smart City

38



Green  
Economy

21



Research

40



CSR  
Management

26



Training

55

Stakeholder  
Engagement

45



Sustainability  
Communications

25



# Milestones

2000-2015  
15 years  
Partner for  
sustainability

2000



European Sustainable Cities and Towns Campaign

2002



EU Projects on Governance and Sustainability – first on LA21s

2003



Urban Planning Laboratories front runner experiences in Italy



Green Public Procurement strategies



Support for the launch of Italian Local Agenda 21 (LA21) networks and more than 25 processes facilitated throughout Italy



2004

First surveys on CSR practices in industrial clusters

2005



Co-design in Urban Planning with Stakeholder Engagement

Participatory planning in support of local government sectorial planning (energy, waste management, local development)

2006



First Training Schools on Community Design and Stakeholder Engagement in Italy

2008



First experiences of CSR Awards and Clubs/Networks of Companies

2013



First Green Economy in Industrial Clusters in Italy



2015



Coordination of 12 Business networks for CSR

COORDINARE  
GLI ENTI CHE  
HANNO COMPETENZE  
SUL FUMME  
PIANI CONCERTATI  
DI INTERVENTO

- STUDIARE BENE IL FUMME
- PULIRE IL FUMME
- "SMUCCHIARE"
- AUMENTARE

RISORSE OLTRE  
L'ACQUA  
(ENERGIA)

CUPERARE  
LOHASSA  
TE  
IL FUMME

CASCAPI  
SCARPI  
DIPROSPICCI

Rit  
SO  
a

EVIDENZIARNE  
L'UTILITA' PER  
L'USO

Projects implemented



15 years of business activities centered on facilitating and supporting multistakeholder co-design and participatory planning projects, with companies, local governments, business associations and networks.

We worked with more than 230 clients – companies and local governments – at both local, national and international level, involving more than 24,500 stakeholders in about 950 meetings and events.

We combine creativity and innovation within a multistakeholder approach by providing: management of dialogue processes, idea generation and development, and collaborative analysis and planning.

We offer solutions and services to companies and local governments to support decision-making in public policies and business strategies, and improve the organization and managerial efficiency in work meetings and team projects using several methods:

- Visioning / Scenario Workshops
- Brainstorming
- Gap Analysis
- Decision Grids and Problem Solving
- Negotiation
- Surveys

We use several facilitation techniques to support the engagement of working group members, such as:

- EU EASW (European Awareness Scenario Workshop)
- Bar Camp
- World Café
- Project Cycle Management (PCM)
- Open Space Technology
- Multistakeholder Forums
- Focus Groups
- Webinars
- Open Days





## Projects implemented realizzati

### Local Sustainable Development Plans and Strategic Local Planning with Engagement

- River Contract - Action Plan for Marecchia River (2014)
- Ceramic District Factory of Ideas (2010-2013)
- EU Leader Initiative - PSR (2007-2013) Asse IV Leader, Far Maremma (2008)
- Modena Province - Energy Plan (2011)
- Water Management Strategic Plan - Consorzio Bonifica E-C (2011)
- Strategic Urban Plan PTCP, Province of Milan (2007)
- Strategic Urban Plan PTCP, Province of Modena (2006)
- Forum Historical Centre and Trade Management Municipality of Reggio Emilia (2004)

### UN Local Agenda 21

- 25 UN Local Agenda 21 processes managed in Italy from 1998 to 2008 (with regions, provinces, municipalities, municipality networks, national parks)

### Scenario Workshops for sustainability

- 35 workshops with EU EASW (European Awareness Scenario Workshop) method within project management with regions, provinces, municipalities, business associations, NGOs
- 1,800 stakeholders involved

### Youth involvement for local development

- LiberaMente Youth Project - Province of Bolzano, (2010 & 2011)
- Sustainable Lifestyles actions in rural areas project Mount Amiata Community (2009)
- International Youth Participation Forum "We are here" University of Urbino, (2007)
- Agenda 21 at School - 4 high schools involved (2002)

### Start-up Networking

- Regional Innovation Centers network workshop - Aster (2015)
- 10 Business Networks for CSR in 5 Italian regions 332 companies involved - 412 projects (2009-2015)
- Startup front office workshop - Aster (2012)

### Research Surveys Guidelines

- Survey on Smart City Practices in Modena Ceramic District (2015)
- National Survey - Italian Local Governments towards Rio+20 UN Summit (2012)
- Guide for Participatory Planning, Emilia-Romagna region (2009)
- Participatory Planning in Modena Area (2008)
- Guide to Local Agenda 21, Lombardy region (2007)
- Participatory Reporting in Italy (2007)
- 6 Surveys on Local Agenda 21 (1999-2006)
- DVD and Guide to Local Agenda 21, Emilia Romagna region (2002-2003)



955

Multistakeholder events facilitated



28,400

Stakeholders involved

- 25 UN Local Agenda 21 projects
- 12 Business networks on CSR at regional level
- 10 Urban strategic planning and green action plan for local governments
- 10 Urban participatory planning
- 4 Local development planning projects
- 4 Youth-oriented participatory planning projects

## Stakeholder engagement techniques



136

Forums



15

World Cafè



115

Focus Groups



35

EASW



463

Workshops



10

BarCamp



89

Seminars





## Stakeholder Engagement Facilitation abroad

### - Sustainable Cities and Town European Conference:

- Hannover (DE) 2000,
  - Aalborg (DK), 2004,
  - Sevilla (ES) 2007,
  - Lille (FR) 2011,
  - Geneva (CH) 2013
- Facilitation of workshops



### - Yerevan (Armenia), EU TACIS project- Leader +, 2008

### - Hyderabad (India), EU HYWAMIS ASIA-URB Project, 2005

### - Hong-Kong, Shanghai - Forum China-Europa Coordination of workshops





We have been one of the first companies in Italy to combine research and the application of CSR Projects as a new innovation and sustainability tool for companies, using a multi-stakeholder approach.

With more than 15 years of experience in supporting the application of CSR strategies at different levels and for various sizes of companies, we offer targeted strategy and support on several CSR dimensions:

- Management of Business Networks for CSR and Sustainability
- Corporate Welfare: Work-life Balance
- Green Innovation of products and processes
- Sustainable Supply Chain
- Corporate Reporting on CSR
- Stakeholder & Community Engagement
- Partnerships with the Community

#### Our major initiatives:

- 12 surveys on CSR practices in various industrial sectors and districts
- Set up and coordination of a CSR Provincial Award (more than 200 projects evaluated in 5 editions)
- 12 CSR business networks coordinated in 5 Italian regions, with companies from 12 business sectors. More than 200 companies involved and 400 CSR projects supported
- Facilitation of stakeholder engagement projects in support of corporate sustainability reporting
- Technical support on sustainability reporting for companies and non-profit organizations
- 9 Guidelines on CSR implementation for industry associations and local governments
- Promotion of territorial social responsibility projects

## Our CSR Services

- Baseline Review of CSR – Sustainability profiles according to International Standards
- Scouting and Benchmarking on CSR issues and targeted areas and projects
- Multi-criteria analysis on sustainability alternatives
- Targeted training sessions on CSR management tools
- Definition of CSR strategies and action plans
- Integration of CSR criteria within the company decision-making process
- Stakeholder engagement and partnership building for CSR initiatives
- Monitoring and evaluation impacts from CSR initiatives
- CSR reporting activities



## Our projects

### CSR Business Networks

Provinces and Chambers of Commerce:

- Business network for CSR - Parma (2015)
- Business network for CSR - Piacenza (2015)
- Business Association for CSR - Modena (2015)
- Province of Modena Business network for CSR (2015)
- Business network for CSR - Ravenna (2013-2015)
- Business network for CSR - Reggio Emilia (2014-2015)
- Business network for CSR - Vercelli (2013-2014)
- Business network for CSR - Alessandria (2013-2014)
- Business network for CSR - Val d'Agri (2014)
- Club of Companies for CSR - Modena (2009-2013)
- Business network for CSR - Mantova (2013)
- Several Focus Groups on CSR issues in Industrial Districts (2004-2011)
- Profit/non-profit partnership for Center for Voluntary Services (2008)

### Research - Manuals

- Corporate Welfare practices in the Italian Ceramic Industry (2015)
- Survey on Social inclusion in province of Modena (2015)
- Work Life Balance services - Needs Analysis, Municipality of Schio (Vicenza), (2014)
- Guide to CSR for private commerce - Confesercenti (2013)
- CSR Perceptions from Employees (2013)
- Survey on CSR in in the commerce sector (2010)
- Good Practices on CSR in Province of Modena (6 editions from 2004-2009)
- 2nd survey on CSR in 5 industrial districts in the Province of Modena (2008)
- Survey on CSR practices in the Ceramic District (2008)
- Survey on CSR in the Municipality of Modena (2008)
- Survey on CSR practices of companies - Confindustria Giovani (2006)
- 1st survey on CSR in 3 industrial districts in the Province of Modena (2004)



12

CSR Business Networks  
coordinated  
since 2009

214

Companies involved  
from 12 economic sectors

95

Participatory planning  
events managed

412

CSR projects  
supported  
(159 in partnership)

21

CSR projects with companies of  
various industry sectors and  
dimensions



## CSR Research



12

### Research Studies - Surveys

CSR practices in the non-profit sector across several industrial districts, involving over 350 companies



5

### CSR awards

Managed more than 200 local-level projects involving 157 companies



9

### Manuals on CSR

For large companies, SMEs, business associations



## Meetings and seminars

Dozens of training seminars and meetings on CSR issues in collaboration with universities and training centers.



Dozens of reports and speeches in CSR conferences at the local and national levels.

## Networking



Collaboration and networking with various CSR associations and networks in Italy (Global Compact Italia, CSR Manager Network, Animalmprese, EticLab, Salone CSR Bocconi, Salone RSI Mediterraneo).



We have managed green economy projects for over 15 years, long before the concepts of sustainability, green management and eco-innovation were being used for public policies and company strategies.

We provide a multidisciplinary approach, working with companies, local government and non-profits to create integrated projects on green actions.

We offer technical support to define strategies and develop policies, products, and processes with green characteristics to combine efficiency, competitiveness and sustainability.

Among our major initiatives:

- 3 editions of a Green Economy Festival with a focus on the ceramic tile sector
- Surveys on Green Economy at local and national levels
- Facilitation of entrepreneur workshops
- Training courses on green policies, green management, green procurement, green marketing and communication
- Definition of green procurement strategies with 14 local authorities in Italy
- 1st GPP Survey in Italy
- Training courses on green procurement
- Guide to green supply chain for a trade association

## Our services on Green Economy

**Green Management** – strategic consulting on green processes, products and management systems.

**Green Procurement** – support on policy definition of green procurement and green supply chain management.

**Green Marketing** – testing of new styles, channels and ways to communicate sustainability efforts to stakeholders.

**Green Mobility** – strategy and policy support to develop sustainable transport of people and goods.

**Green Supply Chain** – management and analysis of sustainability issues along the company's supply chain.

**Green Reporting** – communication of quantitative and qualitative data about the commitment of any organization on sustainability issues.



## Our projects

- Kit Green Jobs - Italia Lavoro (2014)
- Guide to green communication in ceramic tile sector (2014)
- 3 editions of the Green Economy Festival of the District - (2011 - 2013)
- Guide to green sustainable supply chain management in ceramic tile sector (2013)
- Website-showcase of green economy best practices (2013)
- 2nd Survey on green economy in the ceramic tile sector (2012)
- 1st Survey on green economy in the ceramic tile sector (2011)
- Provincial Energy Plan - Modena (PPEP) (2010)
- Urban Waste Action Plan - San Giovanni in P. (Bo) (2010)
- Car-pooling for employee project- Castellarano (Re) (2008)
- Green Public Procurement Action Plans (Provinces of Modena, Pesaro, Mount Amiata Community) (2000-2005)
- Waste Management Provincial Plan (PPGR) Prov. Reggio (2003)
- Survey on Italian political parties proposal for green policies (2002)
- Survey on application of environmental management system in local governments (2001)
- Survey on green procurement practices (2000)



## Surveys

- Website-Green Cluster Window (Green Economy best practices in the Ceramic Cluster) (2013)
- 2nd Survey on Green Economy in the Ceramic Tile Sector (2012)
- 1st Survey on Green Economy in the Ceramic Tile Sector (2011)
- Survey on Law drafts on environmental management proposed by Italian political parties (2002)
- Survey on application of Environmental Management System in Local Governments (2001)
- Survey on Green Procurement practices (2000)



9  
Surveys and green manuals

4  
Action plans on green procurement

2  
Projects on car-pooling

3  
Green Economy Festival for the Ceramic Tile Sector

25  
Public government action plans on energy, waste management, urban planning



For over 15 years we have developed projects on Smart City issues, working in several sectors and using tools of social innovation and stakeholder engagement – key factors for innovative and sustainable cities and territories.

We contributed on more than 100 projects for local government, companies and non-profit organizations on several aspects of Smart City management, such as:

- Urban Sustainability
- Regional planning
- Green Economy
- CSR
- Local Governance

We delivered strategic and project management activities with various cross-sector stakeholders, and 40 action-research initiatives and surveys, to foster smart and sustainable ideas.

## Our services for a Smart City

- Design and management of participatory planning and co-design projects on urban development, strategic planning and environmental management in cities
- Facilitation of multistakeholder partnerships on Smart City issues
- Organization of company networks for co-design of Smart City projects
- Organization and facilitation of meetings, workshops, focus groups, online surveys, and webinars
- Training and benchmarking of good practices on Smart City issues
- Promotion of events of Smart city best practices





## Our projects

### Smart Governance

- 10 Projects on urban planning
- 8 Projects on sustainable local development
- 35 Scenario building workshops (EASW)
- 90 Smart City practices scouted in a cluster survey

### Smart People

- 5 Co-design projects involving youth
- 3 E-participation and open data projects
- 4 Workshops on smart innovation good practices

### Smart Economy

- 12 Company networks on CSR and sustainability issues
- 21 CSR projects with single companies
- 2 Projects supporting the development of technology transfer in the Emilia-Romagna region

### Smart Mobility

- 2 Planning projects for cycling mobility
- 2 Projects on mobility management for employees

### Smart Environment

- 4 Green public procurement action plans for local governments
- 7 Environmental management strategic plans
- 6 Editions of CSR Awards

- 2 Manuals on green management

- 70 Green economy practices mapped in the ceramic tile district

- 1 Training toolkit on green jobs

### Smart Living

- 5 Festivals on green economy and social cohesion





We have supported more than 115 projects with local government, companies, business associations and non-profit associations using various communication tools to enhance public policies, commitments and results on sustainability issues.

We offer targeted services and products through activities based on two-way communication and stakeholder engagement approaches, using several channels for different audiences.

We combine editorial and journalistic activities using integrated communication tools and media:

- Thematic guides on various topics of sustainability
- Sustainability / CSR projects
- Video content for promotion and reporting of projects and organizations
- Content production for websites and videos
- Collections of good practices

We favor interactive communication both offline and online, using various facilitation and animation techniques:

- Focus groups
- Workshops
- Meetings
- Web Surveys
- Blogs
- Webinars
- Websites
- Site visits/tours

## Our Communication services

- Drafting of sustainability reports for companies and other organizations
- Planning and coordination of stakeholder engagement events and community planning activities
- Editorial activities for press releases, newsletters and other traditional tools; and website management to support green projects
- Initial communications audit and development of ad hoc communication plans
- Survey activities targeted on various issues of sustainability
- Preparation of manuals, thematic guides, brochures, web contents and videos
- Producing articles and editorial content (subscription to the Italian Order of Journalists since 1989)
- Publications and articles in scientific journals and industry





## Projects

237

Projects on CSR, Green Economy and Sustainability supported with communication tools



70

Professional articles



67

Speeches in conferences in Italy and abroad



16

Manuals and guides



130

Reports on sustainability issues



64

Guided site visits



15

Websites and videos





For over 15 years, we have organized training courses and held lectures for 15 training institutions and 10 universities nationwide on Green, CSR and Sustainability Management.

We have provided training for hundreds of officials, technicians, managers of local governments and companies, students of master programs and training centers in the past 15 years.

Focus Lab has promoted the School of Participatory Planning / Co-Design, which involved 60 organizations in just a few years and 230 participants of various sectors from Italy.

We offer training events to facilitate knowledge transfer and capacity building. This involves the extensive use of:

- Case studies
- Multimedia tools
- Simulations and benchmarking of good practices
- Cutting-edge research
- Guided site visits
- Webinars

## Our training services

- Training on governance policies for sustainable competitiveness of local governments and enterprises
- Training on community planning activities / co-design techniques
- Training on management, mediation and negotiation in working groups
- Training on green management tools (eg. BCorp, ISO26000, Environmental Management System ISO14001, EMAS EU, EU Ecolabel, ISO50001, Green Procurement, Green Mobility, Green Marketing)
- Training on CSR Management tools (corporate welfare, smart working, employee engagement, profit and nonprofit partnerships, employee volunteering, sustainability reporting, social impacts)
- Residential courses at the national level
- "In-house" courses
- Training on stakeholder engagement techniques (EASW, PCM, World Café, Bar Camp, Metaplan, focus groups, workshops)





## Our projects

12

Courses held

8

Masters courses

15

Training centres at a national level

5

Regions

14

Provinces

15

Municipalities

5

Agencies

1,350

Total participants in our courses

### PROGETTAZIONE PARTICIPATA scuola di alta formazione

#### School of Participatory Planning / Co-design

We delivered residential courses at the national level, "in-house" courses, workshops, case studies on techniques and tools of participatory planning (e.g. Metaplan, GOPP, EASW, OST, World Café, Bar Camp, PCM).\*

13 courses between November 2004 - June 2009 involving:

- 60 organizations, companies and local governments
- 30 students and professionals

*\*in partnership with ABCittà, Ilex Italy*

200

participants





Focus Lab's approach aims not only to provide technical advice and management solutions, but also to promote debate and undertake research on new approaches and experiments.

## Over 15 years of research

Focus Lab has completed over 40 projects involving research, surveys, and advocacy initiatives, on a national and regional level and within the framework of European projects. This includes:

- 12 research projects on EU and international issues of governance and sustainability, lifestyles, clusters, indicators, and CSR – both as partners and as an external expert

We've managed major surveys, for example:

- Survey on Social inclusion at work (2015)
- Early surveys in Italy on sustainable approaches to urban governance - Agenda 21 UN (2000-2012)
- 2 Surveys on the Green Economy in the Ceramic Tile District (2011-2012)
- 1st Survey on CSR in Three Industrial Districts Modena (2004)
- 1st National Survey on Green Public Procurement (2003)
- 1st Survey of Participatory Budgeting (2003)
- Survey on Proposals for Laws on the Environment in Political Parties (2002)
- Survey on Environmental Management Systems in the Public Sector (2001)
- 5 editions of a Provincial Award for CSR practices with over 200 submissions collected

We want to contribute to the green debate and develop new areas of work in the field of innovation policies for sustainability, green economy and CSR, both for public authorities and companies.

Focus Lab promotes research and surveys for public and corporate customers, but also independently.

Our goal is to investigate and develop open questions in the field of sustainability and CSR policies to contribute to the debate, generate ideas and find new solutions for innovation and development.

Focus Lab has promoted over 40 initiatives involving research and surveys on cultural and technical issues for sustainability management.

We have worked nationally, regionally, and on a large number of European projects, with various partners such as research centers, sustainability networks and universities in Italy and abroad.

Focus Lab also carries out activities to source, collect and disseminate good practices for sustainability, green economy and CSR.



## Participation in boards:

- Commission of evaluation - PIMBY National Award (2007-2008)
- Expert Group on Participation for Biodiversity Areas - WWF Italy (2006-2008)
- European Roundtable on Local Agenda 21, ICLEI- (2006-2008)
- Working group on consultation governance, Emilia-Romagna (2008)

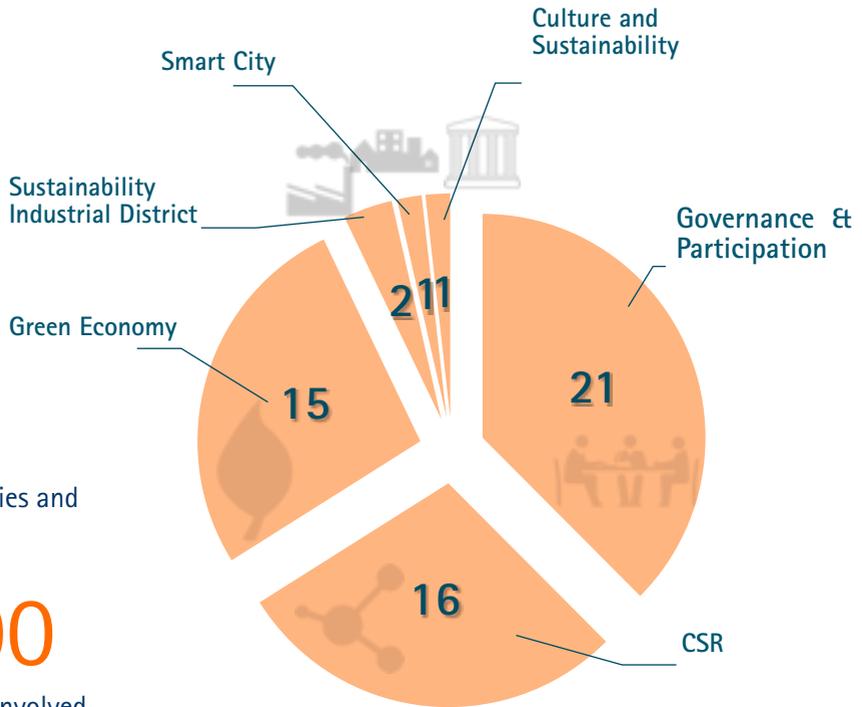
## Surveys on sustainability issues

40

Research studies and surveys

7,000

Stakeholders involved from companies, public bodies, associations, and citizens



*We have taken part in several European projects, both as partners and as external experts. Some of these initiatives were the first pilots on sustainability management conducted at a European scale.*



- ▶ EU Project T-Pas Cultura (2013)
- ▶ EU Project Life RII (2013)
- ▶ EU Project C-Plus – Cluster (2012-2013)
- ▶ EU Project E-Policy (2012-2013)
- ▶ EU project ICT Value Network (2011-2012)
- ▶ EU TACIS project – Leader + (2008)
- ▶ EU project ResPublica (2007-2008)
- ▶ EU project HYWAMIS ASIA-URB, FEEM (2005)
- ▶ EU project LASALA ONLINE (2003-2004)
- ▶ EU project DISCUS (2001-2004)
- ▶ EU project LASALA (2001-2002)
- ▶ EU project Sushouse Sustainable Households (1999-2000)

12

European  
Projects

7

Sustainability  
themes covered

62

Partners  
involved

## Awards

### Local Governments



- > Province of Modena
  - Finalist Award for European Campaign for Sustainable Cities, Environment and Health (2005)
  - European Campaign for Sustainable Cities Award (2004)
  - EU Project LASALA on Agenda 21, selected for Good Practice Award (2000)
- > Province of Rimini
  - Ecomondo Award for Project Agenda 21 (2004)
- > Province of Modena
  - CSR Practices, Social Award Finalist (2006)
- > Municipality Castellarano
  - Eco-Mondo Solar Project Award (2004)
  - ANCI Award for 'Welcome' Project (2004)
  - 5 Stars Award for Project on Sustainable Castellarano
- > City of Bologna
  - National Competition INU-WWF-ANCI (2006)
  - Selected at the London Festival of Architecture (2008)
- > Province of Bolzano
  - Casalecchio Cultures Award for 'LiberaMente Giovani' project (2010)

### Companies



- > Casalgrande Ceramiche Spa
  - Social Award (2006)
  - Business Award for Environment (2006)
- > Emilceramica Spa
  - Eco-efficiency Award '95 - Sole 24 Ore
- > Florim Spa
  - Award for Good CSR Practices, Sustainability Reporting (2010)
- > Palm Spa
  - Social Award (2004)
  - Ministry of Welfare Award (2005)
  - Enterprise Environment Award (2007)
- > Business Association for CSR in Modena Province (network of companies)
  - Good Practices Social Award (2009-2010-2011)



*"The story of Focus Lab, its joint production of knowledge and relations, is the proof of the economic role of its business venture. In summary: the economic role is to break down the 'transaction costs' that impede or prevent all agents—public and private—to produce / regenerate public goods, internalizing externalities determined from resource use and, therefore, increasing the whole system efficiency in terms of sustainability."*

E.Giovannetti - University of Modena

*"Great professionalism, great experience, I find no weak point, really! I believe the projects you did speak for themselves!"*

Roberto Furlani - WWF Italy

*"From your organization sparks of collective interactivity have flown that would have otherwise not naturally come to light without a qualified guide like yourselves..."*

Claudio Casolari - Entrepreneur

*"I always appreciated their intelligent tenacity on difficult issues, especially as innovative approaches are not always understood (because they're niche and often not in fashion!) but these are fundamental, fortunately these ideas are now becoming more widespread by a growing number of people."*

Palma Costi - Emilia-Romagna Region

*"I admire above all the entrepreneurial ability to invent new paths and quickly abandon those that do not promise more. The other thing is the ability to make these attractive not only to the public but also to the business world. I also really like the right balance struck between research capabilities and consulting capacity, a researcher doesn't finish his study on his own or by merely doing intellectual activities, instead it is finished once his work is made better."*

Francesco Silvestri - Eco&Eco

*"I have respect because you've taken passion and the values you believe in, and you've managed to transform a professionalism scarcely understood into a reality in a world where one understands well what a mechanic does, but not a facilitator of groups or a CSR professional."*

Claudia Rinaldi - Journalist

*"I really liked your way of proposing activities – engaging, challenging, with targeted analysis but without ever being heavy and above all focusing on technical arguments."*

Giorgio Sgarbi - Consorzio Solidarietà Sociale

*"We have partnered with Focus Lab for the organization of regional workshops on CSR aimed at business development. I appreciated the professionalism and competence in managing the 'class' and proposing dynamic and engaging matters for discussion and learning, decisively stimulating and very suited to that kind of audience."*

Grace De Girolamo - UnionCamere Piemonte

*"Focus Lab brings twenty years of invaluable experience to the different levels of government, which has accompanied the processes of change towards sustainability through participatory methodologies and tools and integrated design."*

Paolo Tamburini - Emilia-Romagna Region

*"The quantity and quality of the work you have done is impressive and produces every time a theoretical and practical propeller of knowledge generation which is almost flawless."*

Tommaso Fabbri - University of Modena

*"You deserve the credit for having pushed for a new way of business, because in Modena the way of doing most business was outside of consolidated schemes, and often centered on traditional forms of 'making profit'. You've enabled large and small companies to learn about CSR processes from those who have already applied them, and to apply them with ease."*

Davide Carra - Gruppo Concorde

*"The thing I find interesting in the way they operate is they always try to anticipate trends and needs of the society according to the changes underway, rather than remaining always settled in one specific sector. In an ever-changing field like this, the ability to change and adapt is fundamental, and the constant development of their areas of action proves it."*

Daniel Benelli – LiberaMente

*"I was lucky to come across Focus Lab. Creative people with a spirit for innovation aiming, above all, to build real partnerships and benefit themselves by a mutual contamination."*

Marco Melegari – Province of Parma

*"The 'domestic' dimension of this company and its local roots seems to have never restricted them from getting involved in wider activities. For us it was a vehicle for staying on top of developments in the international sustainability debate and then combine these with the reality of our businesses, coming to realize unusual initiatives for a manufacturing business association like ours."*

Andrea Canetti – Confindustria Ceramica

*"The thing that has always intrigued me about your work has been how you combine research and consultancy - it's one thing I've always appreciated and have regarded as a model."*

Gerardo De Luzenberger – Genius Loci

*"I really enjoyed their ability to combine theory and reflection on the more strategic aspects with those that have operative implications. I find very appropriate also the fact of working across all economic operators to stimulate the development of a CSR profile at all levels. Everyone in their own small way, even those that are not doing something, can start."*

Paola Misiti – Emilbanca

*"Walter and Focus Lab have consistently shown the ability to intercept needs and find workable solutions to improve this world. I believe this ability derives from their experience in the management of participatory processes, which allowed them to always be in touch with reality, modernity and real problems."*

Matteo Bartolomeo – Avanzi – Make a Cube

*"What characterizes Focus Lab is their ability to innovate, to always do 'things a little new'. They're also able to discuss issues such as participatory processes, urban governance, social responsibility, or the Smart City, not as a player who follow trends, but as a forerunner of trends at the national level. Above all they're always able to engage and motivate your stakeholders / partners / customers with new arguments, making good examples and models."*

Piero Giugni – Consultant

*"I affirm that Focus Lab has been and still is a great example of how innovative programs of sustainable management for governments and private companies have actively contributed firstly to undertake action, then to advance further, on the long road to sustainability."*

Giovanni Rompianesi – Province of Modena

Walter Sancassiani



Loris Manicardi



Elena Macchioni



Monia Guarino



Previous  
collaborators

Elisa Rossi



Gaia Lembo



Lisa Sentimenti



Jacopo Panizza



Silvia Finazzi



Chiara Rognoni



Claudia Rinaldi



Stefano Mucciarella



Elena Frascaroli







2000-2015  
15 years  
Partner for  
sustainability

