

VIP

SWOT of practices daily performed with users

Cooperativa Lazzarelle Social Enterprises

June 2013

Step 0. Description of the practice

Name, context of intervention, group/individual, cost, financiers, place, actors involved, numbers, since when, feedback, duration...

Name

Cooperativa Lazzarelle Social Enterprises

Context of intervention

Employment of women prisoners in the labour market

group/individual

Female detainees

Cost

Lazzarelle is an enterprise; thus its activities are borne by the enterprise gain

Financers

The project was funded by a public body for the start up and now it is autonomous

Place

Female prisons

Actors Involved

Regione Campania, social enterprises , justice department, prison administration

numbers

members 3; workers 5

Step 1. Team brainstorming

Method: group discussion with the members of the team, a moderator fills the SWOT table on a paperboard.

S, W: internal, you can directly act on them

O, T: external, linked to the context, more difficult to manipulate

Strengths	Weaknesses
<p>Use of shared process for strategic decisions</p> <p>Reduce the re-offending rate</p> <p>Network with institutions linked to the Penitentiary system</p> <p>Development of social enterprises</p> <p>Employment contract following National laws for the collective labour agreement</p> <p>Handcrafted product (coffee) sold in a market niche</p>	<p>Difficulties in connection with the prison administration</p> <p>Working with people who have difficulties in relationships within a work environment</p> <p>Working with people who suffer from the dynamics within the prison hierarchy and inhibit the participatory process</p> <p>Economical growth linked to participation to competition market</p>
Opportunities	Threats
<p>Capability to produce social value and innovation</p>	<p>Corporations' competition</p> <p>Economic crisis</p>

Ability to produce economic value Improving of market niche	Increased cost of coffee Small number of convicts with eligible under law requirements for access to external work
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Step 2. Identification of consequences, actions to undertake and prioritising

Strengths	<i>Consequences</i>	<i>Action</i>	<i>Priority</i>
Use of shared process for strategic decisions	Better adhesion to enterprise mission of all the members and workers	Periodic meetings	Improve the communication
Reduce the re-offending rate	Reduce the number of processes Reduction of prison overcrowding Reduction of social service interventions Increase of social cohesion	Find job opportunities	Increase interventions aimed at occupational integration of ex convicted
Development of social enterprises	Enlargement of Lazzarelle enterprise Creation of new enterprise (work in progress)	Reinvest the profits from the sale of products within the cooperative, this allows to employ further inmates restricted.	Consolidation of social business (make social-market fairies, enlarge the culture of social business, creation of concept ethic stores)
Network with institutions linked to the Penitentiary system	Chance to work within the prison	Agreements with the institution	Improve the link between “inside” and “outside”
Employment contract following National laws for the collective labour agreement	Inmates workers have the same rights of “normal” workers	Education to respect of rules, laws through the respect of workers rights	Employment contracts
Handcrafted product (coffee) sold in a market niche	Better quality of coffee blend and no taste uniformity; loyal and motivated customers (loyalty)	Vocational training on the job for workers (that is possible to spend outside too)	High quality of vocational training on the job
Weaknesses		<i>Action</i>	<i>Priority</i>

Difficulties in connection with the prison administration	Barriers to the implementation of the work	Share better agreements with the administration	strengthen relations with institutions
Working with people who have difficulties in relationships within a work environment	Lack of work ethic	Education to respect of rules, laws through the respect of workers rights	Development of self-empowerment
Working with people who suffer from the dynamics within the prison hierarchy and inhibit the participatory process	Lack of participation in decision making and indolence	Implementation of shared processes for the decision making	Development of self-empowerment Education to respect of rules, laws
Economical growth linked to participation to competition market	Continued upgrade to market requirements Growth compatible with the social mission of the enterprise	Information seeking and vocational training/guidance	Analysis of market conditions Network between small manufacturers and local markets Consolidation of social business (make social-market fairies, enlarge the culture of social business, creation of concept ethic stores)
Opportunities	<i>Consequences</i>	<i>Action</i>	<i>Priority</i>
Capability to produce social value and innovation	Ability to analyze the needs of the territory	Vocational training, guidance, creation of new employment opportunities	Give an answer to one of the primary needs identified by the encounter with the inmates: the lack of work and vocational training Education to respect of relation rights/duties
Ability to produce economic value	Improvement of enterprises gain	payment of salary to workers enlargement of the enterprise	Creation of spin off (new social enterprises)

Improving of market niche	Development of short chain	More opportunities for small producers	Network between small manufacturers and local markets
Threats	<i>Consequences</i>	<i>Action</i>	<i>Priority</i>
Economic crisis	Reduction sales	Greater development of sales networks and strengthen relationships with consumers	Strengthen link with local producers
Increased cost of coffee	Increased prices	Agreement with small manufacturers of fair trade	Fair trade development
Corporations' competition	Difficulties to get distribution	Network fair trade and handcrafting small manufactures	To take small part of market controlled by corporations
Small number of convicts with eligible under law requirements for access to external work	Reduction of workers' number	Agreement with penitentiary institution	Allow to work a larger number of convicts

(Adapted from QAS methodology – <http://qas.programkontoret.se>)

Step 3. Assessment of Strengths and Weaknesses against Opportunities and Threats

	Strengths	Weaknesses
Opportunities	<p>Strengths from Market niche and Development of social enterprises through creation of new enterprise (work in progress), reinvest the profits from the sale of products within the cooperative, consolidation of social business (make social-market fairies, enlarge the culture of social business, creation of concept ethic stores), network with institutions linked to the Penitentiary system allow</p> <ol style="list-style-type: none"> 1) Capability to produce social value and innovation 2) Ability to produce economic value 3) Improving of market niche <p>Employment contract following National laws for the collective labour agreement, use of shared process for strategic decisions, reduce the re-offending rate allow the education to respect of rules, laws through the respect of workers rights; consequences: Capability to produce social value and</p>	<p>Difficulties in connection with the prison administration: aim: strengthen relations with institutions; how: share better agreements with the administration</p> <p>Working with people who have difficulties in relationships within a work environment; aim: Development of self-empowerment; how: Education to respect of rules, laws through the respect of workers rights</p> <p>Working with people who suffer from the dynamics within the prison hierarchy and inhibit the participatory process; aim: Development of self-empowerment, Education to respect of rules, laws; how: Implementation of shared processes for the decision making</p> <p>Economical growth linked to participation to competition market: aims Analysis of market conditions; how: Information seeking and vocational training/guidance</p>

	<p>innovation</p>	
<p>Threats</p>	<p>In order to minimize Economic crisis, Increased cost of coffee, Corporations' competition it is possible to use the strategy for the reinforcement of the market niche</p> <p>In order to minimize the threat coming from the Small number of convicts with eligible under law requirements for access to external work we can reinforce the Network with institutions linked to the Penitentiary system, underlining the Reduce the re-offending rate offered by participation of convicts to social enterprise activities as workers</p>	<p>In order to minimize consequences from Economic crisis, Increased cost of coffee, Corporations' competition the strategies are:</p> <p>Information seeking and vocational training/guidance, Analysis of market conditions, Network between small manufacturers and local markets, Consolidation of social business (make social-market fairies, enlarge the culture of social business, creation of concept ethic stores)</p> <p>In order to minimize consequences Small number of convicts with eligible under law requirements for access to external work the strategy is:</p> <p>Improve agreements with penitentiary institutions (with each different prison) in order to Allow to work a larger number of convicts</p>

Step 4. Main operational conclusion

Three items that works well and that you would like to transfer

1.	Shared process for decisions making
2.	Vocational training and guidance process addressed to convicts
3.	Social value of Lazzarelle Model (Exchange between “inside” and “outside”; improving value of handcrafted productions, small manufacturers and fair trade; Education to respect of rules, laws through the respect of workers rights, reinforcement of social cohesion)

Three points that you commit to improve in the 2-year VIP project

1.	Social franchising of Lazzarelle model
2.	Definition of social innovation
3.	Prison as social enterprises incubator (inspired to Italian laws for working in prison using the type B cooperatives)