



Portfolio Selection

Live the change.
Design your impact.

Live the change. Design your impact.

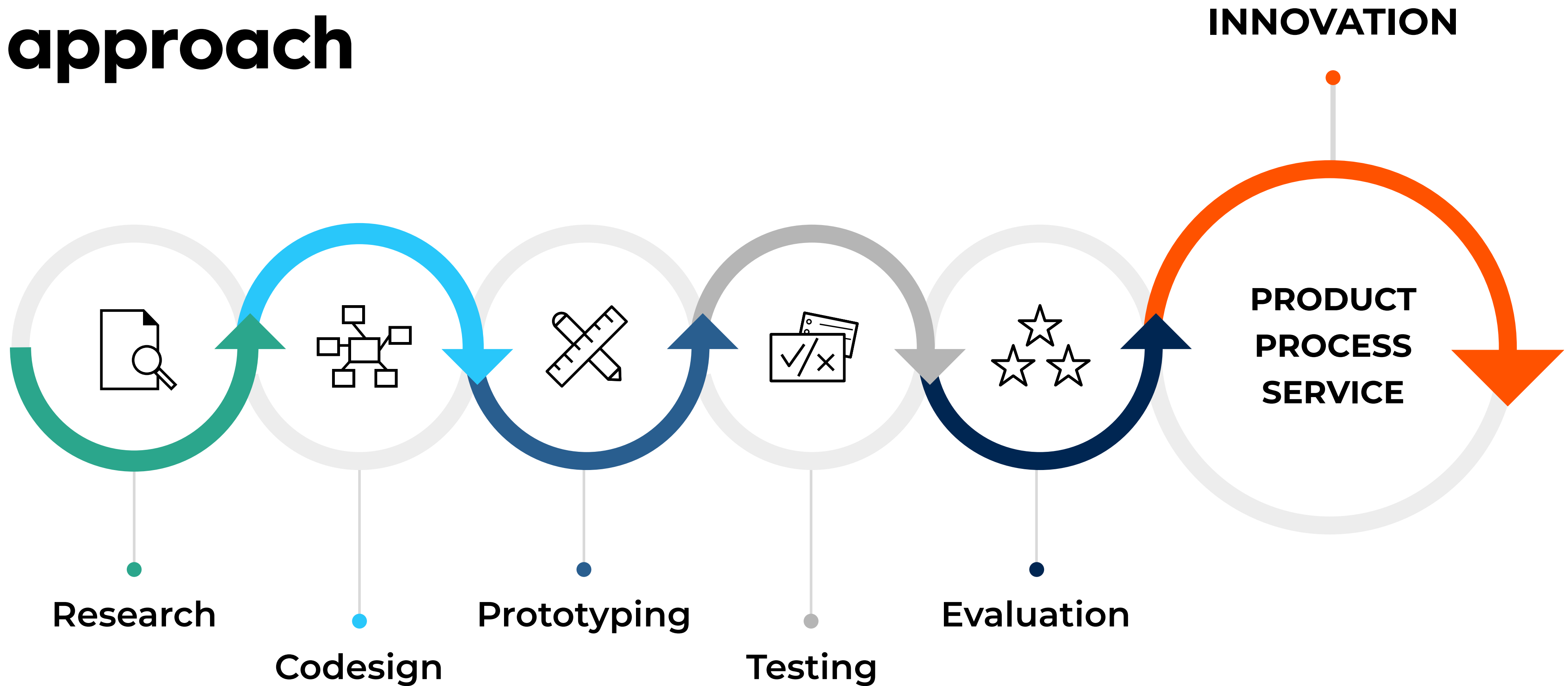
Change happens.
You can choose to transform it
into an opportunity.



Since 2007 we support organizations and places towards a sustainable and measurable change.



With an **innovative** approach



For a **sustainable** development

Contributing to the SDGs of the United Nations 2030 Agenda



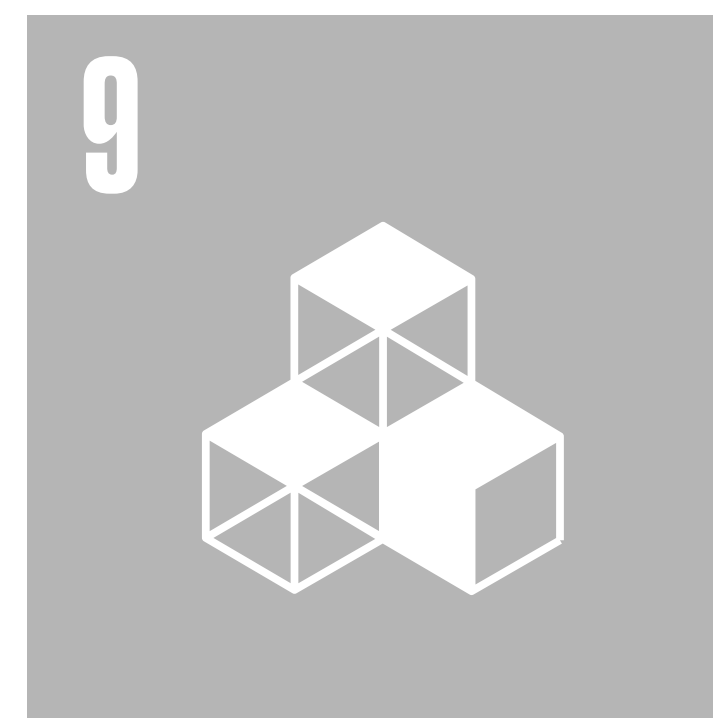
Good Health and well-being



Quality education



Decent work and economic growth



Industry, innovation and infrastructure



Sustainable cities and communities

Innovation

- Innovation design
- Urban regeneration

Europe Lab

Research

- Studies and research
- Evaluation, impact and sustainability



Innovation design

We partner with **companies, institutions** and **third sector** organisations to build collaborative innovation journeys, to create and design **new products, processes and services.**

Strategic analysis

- Applied research
- Trends and scenario analysis
- Benchmarking
- Clients profiling
- Brand audit
- Customer/employee satisfaction surveys
- Citizens surveys

Consultancy

- Feasibility studies
- Business design
- Strategic communication
- IT solutions (websites, apps, e-commerce)
- Community building and management
- Stakeholder engagement

Urban regeneration

We design strategies to change the future of places.

We take care of **regenerating contents, services** and **communities** giving new life to the spaces, meanwhile and after regeneration interventions.

Community and space management
(direct management, co-management and consultancy)

Temporary uses strategies in areas under regeneration

Facilities and property management

**Destination Branding
Strategic Communication
Visual design**

Feasibility studies for new functions services

Studies and tools for city making

[**Europe Lab**]

Our internal lab for Research and Project Development, to participate in international innovation networks.

We have a strong expertise on the following programmes:

EC Research Program

Erasmus+

UIA — Urban Innovative Action

FSE — European Social Fund

**International Cooperation
programmes**

Research and Studies

We have been carrying out research and studies for over 13 years for national and international organisations, working on private assignments and participating in European grants.

We got experience in the following sectors:

**Social
Innovation**

Education

**Work and
skills**

**Industry
4.0**

**Global
Health**

**Local
Development**

**Cooperation and
community**



Evaluation, impact and sustainability

We measure the results of the actions carried out, the impact of programs and policies, the outcomes of projects developed.

Data are a value for organisations, and creates knowledge for both internal and external uses. This is why we value them as a support for **strategic decisions** and **communication** with stakeholders, shareholders, customers and citizens. To evaluate the impacts of projects, we adopt **participatory tools** (involving the local community), **theoretical approaches** (Theory of Change) **and statistical methods** (questionnaires).

Project, programme and
policy evaluation

Impact reports

CSR

Regarding Impact evaluation, we actively participate to:

- Italian Association for Evaluation (AIV)
- National System of Evaluation (SNV Coesione)
- Working group for the evaluation of social innovation (NUVAP-DPCoe)
- Working group for the meta-evaluation of the National Fund to fight youth educational poverty
- National register of evaluators for the social enterprise “Con i Bambini”

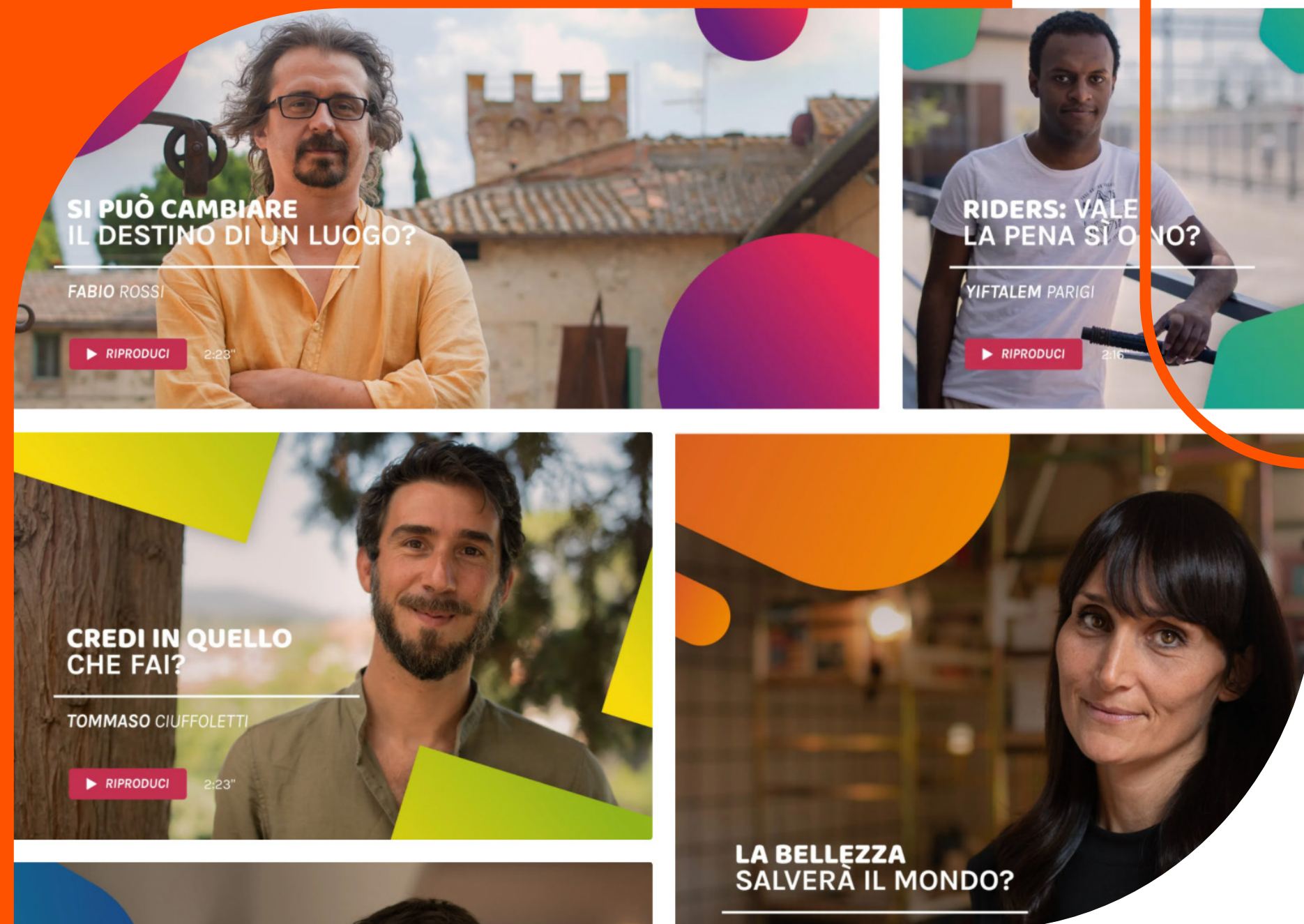
We transform needs into solutions.

Case Stories

Client | UnipolSai

How to redefine the role of Unipol Regional Councils sparking a conversation around jobs and work?

www.lavorochehasenso.it



Innovation Design



UnipolSai and CRU Toscana have commissioned LAMA to design and conduct an action research and storytelling project to address the topic of work and future jobs.

LAMA conducted a **desk research**, organized **stakeholder workshops** (trade associations, trade unions, workers, entrepreneurs and professionals), conceived and managed a social **communication campaign**, created a website, designed and implemented the **editorial project**, which included the creation of 10 authorial video interviews shot by a film director.

Stakeholders engagement

Strategic Communication

Client | **CGIL**

How to amplify interactions through a digital platform?

www.ideadiffusa.it



Innovation Design



LAMA, on behalf of CGIL (the Italian General Confederation of Labour), has conceived, designed and developed the **digital platform** www.ideadiffusa.it, with the aim to provide members of the Industrial Council and the Scientific Committee of CGIL with a working tool where updates and communications can be digitally managed.

The platform offers a series of contents (collected and selected by web via rss feed) as well as a repository; moreover, it directly hosts the debate on issues proposed by CGIL coordination, through calls to action for CGIL members.

IT solutions

Community building

Stakeholders engagement

Client | **Uniabita**

Which effective marketing strategy can be adopted for an unsold housing complex?

www.uniabita.it / www.uni-village.it



Innovation Design



The housing cooperative Uniabita was facing a stagnation in sales of the new complex developed in Sesto San Giovanni (Milan, 250 accommodations) called «Univillage».

In 2018, LAMA carried out a **CAWI survey** on the contacts collected by Uniabita.

Based on the results of the survey LAMA designed the **marketing strategy** diversifying contents for specific targets. The strategy led to the completion of sales in two years.

Clients profiling

Strategic Communication

Strategic Marketing

Client | **CMB**
Real Estate division

How to organise work and rethink external communication?

www.cmbcarpi.it / www.cittacontemporanea.it



Innovation Design



For CMB Immobiliare tackling the “Città Contemporanea” intervention in Milan (500 new accommodations) was a new challenge: a more refined product, for a younger, more international target of clients.

In 2017, LAMA carried out a **CAWI survey** on more than 2,500 potential customers, with the purpose of better profiling the characteristics of the “Typical customer”. The results of the survey guided the design of the **communication and marketing strategy** and the redesign of materials to support sales activity.

Strategic Communication

Clients profiling

Strategic Marketing

Client | **Manifattura Tabacchi SPA**

How to transform an ex-industrial complex into a place of contemporaneity?

www.manifatturatabacchi.com



Urban regeneration



Manifattura Tabacchi in Florence is a former industrial complex of over 100,000 sqm where the investment funds PW Real Estate III LP (Aermont Capital LLP) and Cdp Immobiliare (Cdp Group) are carrying out a major urban regeneration project.

LAMA was commissioned to **design and run temporary uses programmes** during the redevelopment process, to manage the waiting time necessary for completion of the large construction site - by leading activities of **citizen engagement**; and an **artistic and cultural program** that looks at contemporaneity and sustainability. LAMA is in charge of the **facility management** of a portion of Manifattura used for temporary uses, as well as all **web and visual communication** contents.

Community and space
management

Strategy on temporary uses

Destination branding

Strategic Communication

Impact Hub Florence

How to transform an ancient customs building in a social innovation hub?

florence.impacthub.net



Urban regeneration



In 2013 LAMA founded The HUB s.r.l., a fully owned company which manages the **coworking space Impact Hub Florence**, member of the international network of coworking spaces for social innovation “Impact HUB”.

2000sqm inside the former customs of Florence Rifredi, transformed into **a place of work, human relations and sociality for professionals and companies**, which today has a community of approximately 200 coworkers. Here LAMA also based its headquarter.

Community and space
management

Coworking management

Client | **TAP Puglia**

How to organise stakeholder engagement for a big pipeline infrastructure?

www.tap-ag.it



Urban regeneration



LAMA supported Ergon Associates in the process of **stakeholder engagement** for the human rights evaluation of the project “Trans Adriatic Pipeline” in Apulia region, Italy.

To this end, LAMA organized meetings with the different formal (municipalities, trade unions, trade associations) and informal stakeholders (local associations) in Apulia region and Rome, carrying out semi-structured interviews in order to produce a report containing information and recommendations for TAP.

Client | **Centro Pino Puglisi**

How to reactivate a confiscated property?

www.centropolifunzionalepuglisi.it



Urban regeneration



Following the expropriation from 'Ndrangheta of one of the most important palaces in the center of the small town of Polistena (Gioia Tauro), the Valle del Marro Libera Terra Social Cooperative, in partnership with "Il cuore si scioglie" Foundation, the local parish and "Con il sud" Foundation, asked LAMA to carry out a **feasibility study for the regeneration of the building** in view to transform it into the "Pino Puglisi" multi-functional center providing:

- Requalification of the building;
- Establishment of accommodation activities (hostel, restaurant);
- Area used for coworking;
- Area used for social activities;
- Settlement of a small shopping center for eco-bio products of "Libera" association

Feasibility studies

Business design

Client | **ENI - ENEL
SNAM**

Urban regeneration: which tools for Public Administration?

www.audis.it



Urban regeneration



In partnership with AUDIS, Nomisma, Euregio + and Dentons, LAMA carried out **a case study to analyze the opportunity of urban regeneration interventions** on public buildings from a technical, legal and economical perspective.

The report indicates some viable mechanisms that allow Public Administrations to use national energy efficiency incentives for public buildings as a way to trigger requalification and regeneration of entire areas e neighborhoods.

Tools and studies
for city-making

Feasibility studies

Client | **Dynamo Social Valley**

How the rethink a former industrial complex over Pistoia mountains?

www.socialvalley.org



Urban regeneration



The Dynamo Foundation is hosted in the properties of KME, an important company in the copper sector. The foundation is a social enterprise that works in support of families with minors suffering from serious illnesses.

KME and Dynamo Camp requested to LAMA a **qualitative and quantitative feasibility study** for the use of the very large unused warehouses in Limestone and Fornaci di Barga (Tuscany), with the intention of redeveloping them and hosting a **social business district** called "Dynamo Social Valley".

Feasibility studies

Business design

Program | Horizon 2020 T-Factor

How to change waiting time in renovation sites into creative urban regeneration processes?

www.t-factor.eu



Europe Lab



The T-Factor H2020 project experiments methods and tools for enhancing the cultural heritage of cities by promoting multi-stakeholder urban regeneration projects. Focusing on the time between the approval of the masterplan and the completion of the construction site, **T-Factor shows how temporary uses can be extraordinary opportunities** for cultural, social and economic activation, making urban regeneration more effective, sustainable and resilient. The project includes 25 partners from 11 European countries as well as two partners from China and USA.

In the project **LAMA** leads the Transformation Agency that **coordinates the city-making methodologies in the 6 pilot interventions** in the cities of London, Bilbao, Amsterdam, Kaunas, Milan and Lisbon.

Tools and studies for city-making

Business design

Business design

Program | Horizon 2020 Open Maker

How to make Industry 4.0 a real and practical challenge?

www.openmaker.eu



Europe Lab



OpenMaker is a H2020 project supporting the European manufacturing ecosystem, creating a network of innovators, makers, manufacturing entrepreneurs, researchers and technology enthusiasts, and promoting their widespread collaboration. The project saw the involvement of 10 operating partners in four European countries, the United Kingdom, Spain, Slovakia, and Italy. Through inspiration, networking and training opportunities LAMA contributed to the generation of innovative ideas and prototypes, developed by a **community of makers and traditional manufacturing companies** that we've created and managed in Italy.

Applied research

Community building

Program | Erasmus+ OD&M

Which learning environments are best placed to respond to complex training issues?

www.odmplatform.eu



Europe Lab



Open Design & Manufacturing is an Erasmus+ Knowledge alliance experimenting processes of experiential, distributed and collaborative learning on the themes of open design and manufacturing.

The aim of the project is to **innovate traditional training systems** to produce professionals and knowledge able to face global economic challenges. Thanks to this three-year project, makers, university professors, researchers, students, and entrepreneurs from Europe and China, have experienced training courses, thematic events and international mobility that have allowed them to structure themselves as a learning community.

Training

Community building

Applied research

Program | Erasmus+ SCC

Which tools can help the design of collaborative and cooperative learning experiences?

www.scc.coop



Sharing
Collaboration
Cooperation
SCC

Europe Lab



In the framework of the Erasmus+ project “Sharing, Collaboration, Cooperation”, LAMA codesigned the **creation of a new toolkit** with the aim of supporting training bodies, schools and universities to innovate their methodologies with horizontal and hybrid approaches, which are typical of coworking and collaborative spaces.

The toolkit provides a set of tools for every phase of the **design of collaborative spaces and collaborative learning experiences**, relying on the already existing resources collected during the research and mapping phases of the project.

Benchmarking analysis

Applied research

Program | Erasmus+ EUREKA

Which competences will be needed to manage future urban regeneration processes?



Europe Lab



EUREKA (European Urban REgenerators Knowledge Alliance) is the Erasmus+ project for urban regeneration led by the University of Venice in partnership with 4 European universities and 32 organisations in 9 different countries.

The Eureka project aims to develop **new multidisciplinary approaches to teaching and learning, facilitating the exchange and co-creation of knowledge**. Through the collaboration between businesses, universities and local communities, Eureka will develop a training course for the definition of the **professional figure of the “urban innovator”**, as a subject capable of managing sustainable urban regeneration processes in urban spaces.

Tools and studies for city-making

Training

Applied research

Client | **NESTA UK**

Centre for collective
intelligence design

How can Artificial Intelligence become a tool that serves collectivity?

www.nesta.org.uk



Research and studies



Artificial Intelligence is changing our ways of producing, consuming, providing care, and participating. In the future, our world will be increasingly shaped by new technologies, and it's then fundamental to ask ourselves how we can make the most of them in order to ensure they become tools for well-being, serving the priorities and needs of collectivity.

Through research tools and the involvement of experts at international level, LAMA carried out a **study** aimed at **mapping** out **how AI is used today in collective projects, to enable new forms of exchange and collaboration**, and to find solutions for shared problems at local and global scales. Furthermore, the study highlighted some future trends, and suggested innovation scenarios aimed at exploiting this potential in different sectors.

Analysis of trends
and scenarios

Applied research

Client | **NESTA Italy**

How to explore the frontiers of healthcare?

www.nestaitalia.org

Pratiche e culture di Salute Collaborativa in Italia

Ottobre 2018



Research and studies



Nesta Italy in 2018, with the support of Unicredit, launched a **national mapping of the innovative practices in health and welfare**, focusing specifically on “Collaborative health” models, as the ones that leverage on individual and collective empowerment and on the enabling role of technologies to promote greater inclusiveness and systemic sustainability.

LAMA analysed the Italian context, interviewing stakeholders and developing the conceptual **framework for collaborative health in Italy**. LAMA also contributed to the mapping of case studies and the production of final recommendations addressed to health systems, non-profit organisation and companies.

Applied research

Client | **Invitalia - MISE**

Italian Ministry for
Economic Development

How to create a shared cooperative mobility platform?

www.mise.gov.it



Research and studies



In partnership with Aiccon, CO.TA.BO, Unipol Group, CGIL, CNS, Cooperatives Europe and the Platform Cooperativism Consortium, LAMA conducted a feasibility study on a **cooperative users and workers owned platform for urban mobility**.

The study resulted in a **feasibility plan for the creation of a cooperative platform**, together with a national and **international benchmarking analysis** on **shared mobility models** and a **sample survey** on mobility habits of the citizens of Bologna, the test city of the study.

The study has been informed by the research “Cooperative platforms in a European landscape: an exploratory study” by Agnès Mathis (Cooperatives Europe) and Elena Como, Marco Tognetti, Andrea Rapisardi (Lama Agency).

Benchmarking analysis

Business design

Feasibility Study

Client | **Invitalia - MISE**

Italian Ministry for
Economic Development

Which generative impacts for community cooperatives?

www.mise.gov.it



Research and studies



In Italy, community-based cooperation is both a tool and an outcome of a vast community resilience phenomenon taking place in those “inner areas” of the Country which are frequently more deprived and less accessible; the promotion of Community Cooperatives can be ultimately considered as a policy instrument to support these areas.

LAMA, together with Irecoop Emilia Romagna, implemented a **feasibility study** aimed at investigating the topic of Community Cooperatives, as well as the **impacts generated** by the application of this model with regards to territorial presence, care and development. The study has been implemented in collaboration with Italia Consulting Network SpA, A.I.C.CO.N., Atlante, Euricse, Fondazione Barberini, Università di Tor Vergata.

Feasibility Study

Luogo Comune

How to design multistakeholder urban regeneration?

luogocomune.agenzialama.eu



Research and studies



In the 2018 LAMA promoted and edited the White Paper entitled “**Designing multi-stakeholder urban regeneration**”, through a course of study, analysis and collaboration with different actors and professionals representing different needs and points of view. The book aims to be a tool for planning a new model of urban regeneration interventions: combining the involvement of communities, the quality of the real estate offer, the mobilization of public-private finance and the protection of collective interests.

Useful for public administrations, professionals and real estate developers with an open vision of the city of the future: sustainable, inclusive, polycentric and biodiverse.

Community building

Applied research

Client | **Fondazione UNIPOLIS**

Which opportunities for the cooperative movement are stemming from the sharing economy?

www.fondazioneunipolis.org



Research and studies



In 2015 LAMA, in partnership with Social Seed, was commissioned by the Unipolis Foundation to conduct a **research aimed at analyzing emerging forms of collaborative and sharing economy**, and identifying **points of contact or interaction with the world of cooperative enterprises**, highlighting the areas of innovation and “mutual contamination” that can emerge from these two worlds.

The research offers a reflection on the role that cooperative principles and models can play in proposing democratic collaborative economic models

Benchmarking analysis

Applied research

Client | “Con i Bambini”

How to evaluate the impact of a project, programme or policy?

www.conibambini.org



Evaluation, impact and sustainability



Now more than ever, social challenges require innovative, effective and shared solutions. For those who want to make a difference, it's becoming more important to be able to **measure results and share knowledge with all of the stakeholders involved**. This is why we support public and private, profit and non-profit organisations in assessing the social impact of their programmes and projects, adapting methodologies and tools to different needs, and enhancing results, both in strategic terms and with respect to external communication.

Since 2016, we have been **accredited for the Impact Assessment of projects** financed by the Social Enterprise 'Con i Bambini' (the managing body of the government Fund for Action Against Child Education Poverty) and we are evaluation partners of numerous winning projects.

Client | **DG Sante**

Which European strategies to prevent chronic diseases?

www.ec.europa.eu



Evaluation, impact and sustainability



From 2013 to 2017 LAMA was assigned by the Multiannual Framework Contract of DG SANTE of the European Commission for the realization of **evaluations, impact assessments** and related services in the field of Public Health, in partnership with ICF International (lead partner), European Center for Social Welfare Policy and Research, University of Birmingham and TNS Opinion.

LAMA contributed to several evaluations, including the evaluation of the campaign for chronic disease prevention in Europe.

Client | **EASME**
European Commission

How can social economy and business collaborate for social impact?

www.ec.europa.eu/easme/en



Evaluation, impact and sustainability



Business as usual and the social economy are often dealt as independent sectors. But, over time we attested in Europe experimental forms of impact-oriented collaboration between the two, bringing an important innovative potential and concrete impact on communities.

Under the leadership of Technopolis, in partnership with other international research centers, LAMA carried out an **impact study** on the topic, elaborating a **collaborative evaluation model**, co-created with experts, companies and stakeholders.

The study was commissioned by EASME (EU Commission) as a follow up to the European Social Business Initiative.

— CLIENTS



We worked with:



— WHO WE ARE

Partners at Lama

We were born in 2007 as a workers cooperative, founded by 3 young university students.

Today we are 10 associated partners, with more than 20 employees and 2 subsidiary companies: the coworking **Impact Hub Florence** and **MIM - Made in Manifattura**, a company to manage all temporary uses in Manifattura Tabacchi in Florence.



Andrea Rapisardi
President



Marco Tognetti
Chief Executive
Director



Riccardo Luciani
Director of MIM



Elena Como
Head of Research
and Evaluation



Francesca Mazzocchi
Head of
Communication and
External Relations



Dario Marmo
Project Manager



Alessandra Zagli
Project Manager



Stefania Galli
Research and
Evaluation area



Chiara Nenci
Community
Manager Hub

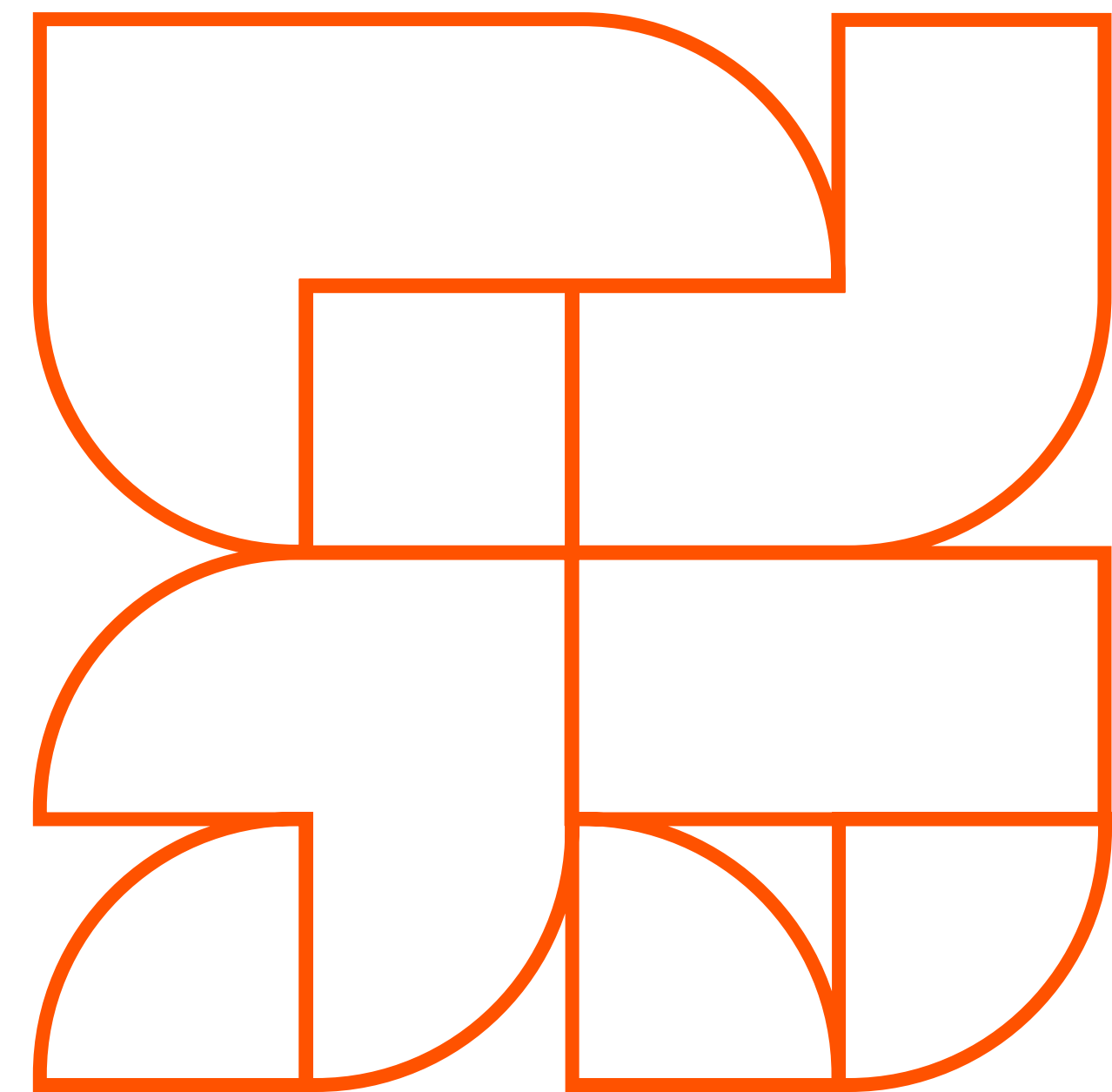


Gaia Cervellin
Executive Director
MIM

We are a cooperative, a group of companies, a platform for professionals and skills.

A dynamic and flexible entity.

A community of innovative and inspired people.



We transform
challenges into
opportunities,
together.



LAMA



www.agenzialama.eu

LAMA

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