

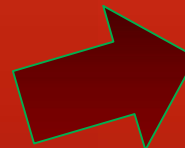
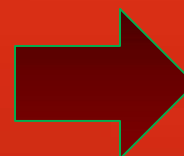


legacoop

**PRODUZIONE
& SERVIZI**

Cooperatives for good and fair work

me, January 27, 2011 – Birth of the Alliance of the Italian Cooperatives, able coordination of Agci, Confcooperative and Legacoop





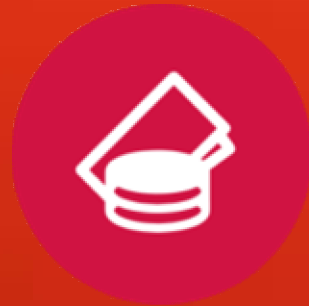


legacoop
**PRODUZIONE
& SERVIZI**



2.500

COOPERATIVES



16,5

BILLIONS TURNOVER



150.000

WORKERS, 85% SHAREHOLDERS



CONSTRUCTION



FOOD



LOGIS



INDUSTRIAL



ENGINEERING

CLEANING



ASSOCIATION PURPOSE

- ▶ **Legacoop has three main functions:**
 - ▶ a political-union representation role in public institutions, in other business associations, inside the labour union associations and towards the press;
 - ▶ the supply of services towards its member cooperatives;
 - ▶ supervision by mandate of MISE (Ministry of Economic Development).



ASSOCIATION PURPOSE

► **Political-union representation role:**

- ✓ - participation to the Chamber of Commerce in charge;
- ✓ - participation to the meetings with public institutions (Municipality, Province, Region, Prefecture);
- ✓ - signature of labour contracts, agreements and protocols with the union;
- ✓ - supervision and participation to the work of cooperatives.



ASSOCIATION PURPOSE

► **Services:**

- ✓ Support in the field of balance sheet, tax and fiscal and corporate matters, labour law, occupational safety and health, environmental management;
- ✓ Assistance in case of disputes with the Revenue Service, the Labour Court or the Conciliation Board;
- ✓ Support for innovation, internationalization, start-ups, mergers, enterprise networks, joint cooperative groups.

E ASSOCIATION PURPOSE

► **Supervision:**

- ✓ Every year (or two years, depends of the company size) checks on mutual exchange and compliance with rules and laws.



ASSOCIATION PURPOSE

Legacoop has a network of opportunities (services, contacts, agreements, collaborations) for the associated cooperatives and companies.

There are companies in different areas:

“Financial

“Training and education

“Research and innovation

“Supplementary pension fund

In addition Legacoop has a network with enterprises, banks, services, professionals, committees.



Associazione
nazionale
cooperative
di produzione
lavoro e servizi

legacoop
**PRODUZIONE
& SERVIZI**



*.. quando il lavoro si riprende
il lavoro..*

le imprese recuperate dai lavoratori



PLAYERS



Trade unions

Employees

Owners

Courts – insolvency procedure

Financial instruments

Banks cooperatives

Consultants

Cooperatives federations

Resources of the cooperative movement

Strengths and weaknesses when launching a WBO



LENGHTS

- o **high level of capitalization;**
- o **employees motivation:** save job, share capital invested; local protection;
- o **competences;**
- o **labour cost flexible;**
- o **goodwill** (list of clients / purchase orders); part of business profitable....
- o **experience:** knowledge of mistakes made by the mother company;
- o **low cost investment** in acquisition bid: it often happens that only the employees can make the price, recognise the value;
- o **overheads cut;**
- o **balance sheet «clean»;**
- o **network** of stakeholders with the same objective: make the wbo work



a good combination of these points it's fundamental for the success of a wbo project deal

WEAKNESSES

restart from crisis during a **downturn period**: it's good to fly down, to be prudent, strict assessment and
individuation of the main problems of the mother company;

overseas market / global competition

time to get the unemployment benefit in advance;

commercial weaknesses especially when the discontinuity with the previous owner or management is strong

need of an external coordination during the first year, with cross competences;

change of mentality from employees to owners. It is a gradual process; it is not rare that we decide to leave
out of desperation and not out of conviction;

suppliers and banks do not give credit, because cut down in the previous experience, do not trust start; t

wbo, to make sales volume, in order to hurry up the break even point, trust clients, consequences may be: hi

level of **networking capital**;

financial effort, in some cases, can be challenging.

SOME EXAMPLES OF MOVEMENT COMPANIES



Services and assistance in finance, accountability, administration, taxes, professional training. Finpro it is also a «intercooperative bank».



Sofinco S.p.A. is a financial company (equity, finance) to help the start-up cooperatives and growth of cooperatives and companies owned by cooperatives. Sofinco is owned by cooperatives and banks.

Coop.Im

COOP.IM is a financial company to support start-up cooperatives, supply financial and real estate services in Ferrara.

inwelfare

Finwelfare S.p.A. supports new social cooperatives, to promote and develop social cooperation in Modena.

Mutual funds are born with the law 59 of the year 1992 that promotes the cooperatives development. This law gave birth to a virtuous network being able to develop the cooperative structure by means of its own assets;

Funds work under the supervision of the Ministry of Productive Activities, they are managed by financial companies that do not operate with the public (art. 113 of the Consolidated Banking Law). These financial companies are controlled by the respective central cooperatives and are required to certify their financial statements;

The resources of the funds come from:

- ▶ 3% of the profits of existing cooperatives
- ▶ residual assets of the cooperatives in liquidation
- ▶ operating profits

Coopfond therefore acts to promote, strengthen and extend the cooperative presence inside the domestic economic system, it supports and sponsors business ventures in preference to programs aimed at the technological innovation, the increase in employment and the development of Southern Italy (from law 59/92 law).



CFI/Cooperazione Finanza Impresa is a cooperative that has worked since 1986 to promote work cooperative companies and social cooperatives;

The Ministry of Economic Development, Invitalia Spa and 317 other cooperative companies share C.F.I.;

According to its investor role, it shares the social capital of the companies and provides funding aimed at investment plans. Its goal is to create value, to protect and to increase the employment. It promotes the birth and development of all companies engaged in business projects with economic and financial profiles that are sustainable, innovative and socially relevant. It supplies to its member companies a constant support in strategic and operational decisions;

It joins the national cooperative organizations Agci, Confcooperative e Legacoop, the international organization Cecop-Cicopa (European Confederation of Cooperatives and Worker-Owned Enterprises) and the Aifi (Italian association of Private Equity and Venture Capital);

It permanently works with mutual funds (Coopfond, Fondosviluppo, Generalfond), with Cooperfidi Italia and with other financial companies working in the cooperative field.





C.C.F.S. is a financial company that participates with capital and loans in cooperatives and companies managed by cooperatives. It is a consortium of cooperatives and his target is the development of cooperatives, their ability to do business and achieve social goals.



Cooperfidi Italia is the institution that grants the Italian cooperation, born from the fusion of the regional cooperative funds.

It is supported by the 3 main Italian cooperative associations, AGCI, Confcooperative and Legacoop, joined together into the Italian Cooperative Alliance.

It provides low cost guarantees to the banks to allow cooperative companies obtaining credits on concessional terms.



Cooperare Spa is the venture capital investment company created to encourage Legacoop member cooperatives to undertake extraordinary operations. As a holding company, Cooperare acquires minority shareholdings on behalf of the cooperatives and eventually collaborates professionally with the coordination of funding. The main target is represented by the acquisitions of the cooperatives and the capitalization operations of cooperative companies that are able to create value and distribute dividends. Operations are cut from a minimum of € 4/5 million.



Previdenza Cooperativa is the Fund which unites all workers in the cooperative system in a single supplementary pension form: Cooperlavoro, Filcoop and Previcooper. It was born with the aim of protecting cooperation workers even more, supporting them in an increasingly effective and efficient way in the construction of the supplementary pension.



Fon.Coop is the national interprofessional joint fund for continuous training in cooperative enterprises, created to promote continuous training practices, agreed with the same companies. It assigns, with specific methods, contributions for company and individual, sectoral and territorial training plans, development actions of the bilateral system of continuous training, analysis of training needs, training of trainers, training services for small and medium enterprises.



Demetra Formazione is a reference training institution for the Legacoop system in Emilia - Romagna. It is accredited by the Region and accesses funding from the European Social Fund and Interprofessional Funds for training aimed at businesses, workers and job seekers. He is also a promoter and certifier for apprenticeships and deals with the training provided for by the regulations in force in the area of apprenticeship. It is present with its own offices, throughout the regional territory.



Quadir is the Legacoop School of Cooperative Higher Education and has been operating since 2004 in the organization of advanced training courses, both inter-company and corporate, and of laboratories. The educational offer is aimed at cooperative enterprises in all sectors and territories. The School aims to accompany managers and executives of the cooperative system throughout their professional life, training them and raising their awareness of innovation and management issues. The courses organized by Quadir therefore contribute to the growth and increase in competitiveness of the cooperative system, through a teaching method based on the comparison between companies, on the enhancement of differences and the sharing of best practices.



The Italian Documentation Center on Cooperation and Social Economy aims to recover and enhance the archival, bibliographic and audiovisual documentation as well as the oral sources related to the birth and evolution of the cooperative movement, in order to promote a wider knowledge and affirmation of the principles and values of which the cooperative experience is historically the bearer.



Legacoop is a member of the Democenter Foundation, which is located on the campus of the Engineering Faculty "Enzo Ferrari" of Modena. It brings this capacity where companies operate, thanks to the Tecnopolo and the incubator of Modena and Spilamberto (Knowbell), to the Tecnopolo (TPM) and to the Mirandola incubator, to the active counters in Carpi, Maranello and Sassuolo. Democenter is part of the Emilia-Romagna Regional Network of High Technology and through this it has access to major international research centers to find the best answers to the needs of businesses. Democenter is structured by functional divisions: motor engineering and advanced mechanics; ICT, design-creativity; biomedical and prosthetic; business creation.



Innovacoop is the Legacoop Emilia-Romagna system company born to support the growth and development of companies represented in the area through the promotion of innovation and internationalization. Innovacoop supports companies in their growth projects, with the aim of enhancing the resources and skills present within the company to make it more competitive on the market.



Thanks for your attention!

